

HRD Factors and Employee Commitment in Nepalese Organizations: An Empirical Analysis

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ABSTRACT

This study investigates the intricate relationships between Training and Development, Organization Development, Career Development, Performance Management, and Employee Commitment. Employing a comprehensive five-point Likert Scale, the descriptive statistics unveil nuanced patterns within each variable. In the realm of Training and Development, employees exhibit an overall agreement, emphasizing the positive impact of organizational programs on skills, knowledge, and attitude. Organization Development elucidates a strong consensus on the clear communication of mission, values, and objectives, although moderate variability in responses suggests diverse perspectives. Career Development, characterized by positive perceptions of training, work environment, and planning, underscores the need for a nuanced approach due to varying employee viewpoints. Performance Management indicates a positive organizational climate with strong agreement, yet moderate variability calls for nuanced strategies. Employees Commitment showcases a positive association, necessitating further exploration through inferential statistics. The study provides insights into organizational practices that influence commitment positively, albeit with a recognition of the nuanced nature of employee perspectives. These findings offer a foundation for organizations to refine their strategies, fostering a more engaged and committed workforce. Further analysis is recommended to deepen the understanding of these relationships and inform tailored approaches to enhance overall employee commitment.

Keywords: Training and Development Organization, Career, Performance, Employee Commitment

Introduction

Committed employees are becoming increasingly valuable assets in organizations. Employee commitment refers to an employee's emotional attachment to and involvement with an organization, as well as their commitment to their job (AIHR, 2023). Research on employee commitment has developed in various directions over the last

ten years, including different approaches to understanding employee commitment. The current competitive business environment requires an organization to have a committed workforce that collectively works to realize the organization's goals (AIHR, 2023).

Research derived from social sciences indicates that employee job commitment leads to enhanced

performance, output, and service excellence in the organization (Frontiers, 2020). However, some argue that most of the earlier research reviewed high commitment work practices on the part of employers, which can be considered misleading and does not present the true impact of employee commitment (AIHR, 2023). This, in turn, can result in significant results when looking at organizational performance. However, it can be considered that if and when workers clearly realize high commitment work practices, it will enhance employee commitment towards the organization, leading to enhanced individual and organization performance (AIHR, 2023).

Problem Statement

Human Resources Development is a theory that is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement (ArabianJBMR, 2011). The most precious asset that can contribute greatly to the organizational efficiency and effectiveness is the human resource of organizations (ArabianJBMR, 2011). The most successful companies and countries will be those that manage human capital in the most effective and efficient fashion by investing in their workers, encouraging workers to invest in themselves, providing a good learning environment including social capital as well as skills and training (ArabianJBMR, 2011). Mishra (2018) emphasizes the importance of people management as a crucial resource for organizations. In his research on the assessment of human resource capacity in construction companies in Nepal, Mishra (2018) highlights the significance of understanding and enhancing the capacity of human resources in various organizations. He argues that effective people management can lead to improved organizational performance and contribute to the overall development of the construction industry in Nepal. That is why Mishra, A. K., & Aithal, P. S., (2023) focuses on building ethical capital through human resources and commitment might be essential needs empirical analysis.

Research Objective

The research aims to examine the relationship between HRD factors and organizational commitment among employees in Nepalese organizations.

Literature Review

Human Resource Development (HRD) serves as a comprehensive framework encompassing systematic and planned activities designed by organizations to equip their members with the skills necessary to meet current and future job demands. Broadly, HRD aims to enhance people's knowledge, expertise, productivity, and satisfaction for personal, group/team, or organizational benefits (McLean & McLean, 2001).

HRD initiatives are integral from the moment an employee joins an organization, persisting throughout their career, irrespective of their hierarchical position. While training and development (T&D) activities constitute a substantial aspect of HRD, other dimensions, such as coaching, career development, team building, and organizational development, contribute significantly to the overall HRD framework (Werner & DeSimone, 2012).

Emergence of Human Resource Development

During the 1960s and 1970s, the evolving role of professional trainers extended beyond the confines of training classrooms. The emphasis on employee involvement necessitated trainers to assume roles in coaching and counseling (Mishra, 2020). This transition led to the rebranding of the American Society for Training and Development (ASTD) to reflect the broader spectrum of activities, now known as Human Resource Development (Werner & DeSimone, 2012).

In the 1980s, HRD underwent further transformation, incorporating aspects of career development and organization development. Influential works by authors like Leonard and Zeace Nadler in the late 1980s and early 1990s contributed to defining and clarifying the HRD field. Since the 1990s, efforts have been directed at reinforcing the strategic role

of HRD, aligning it with the goals and objectives of organizations (Gilley & Maycunich, 198). ASTD, with around 40,000 members globally in 2010, remains a leading professional organization for HRD professionals, reflecting the evolution and importance of the field (Messersmith & Guthrie, 2011).

Human Resource Development Functions

Training and Development (T&D)

Training and development activities aim to enhance individuals' knowledge, skills, and attitudes. Beginning with employee orientation and skills training, T&D extends to developmental activities such as coaching and counseling as employees progress in their roles. Coaching involves fostering employee responsibility and addressing work-related challenges, while counseling addresses personal issues affecting goal attainment. HRD professionals also play a crucial role in coordinating management training programs, ensuring managerial effectiveness (Ketter, 2006).

Organization Development (OD): Organization Development (OD) is a systematic process focused on improving organizational effectiveness through planned interventions rooted in behavioral science concepts. OD encompasses macro and micro changes, with HRD professionals acting as change agents. The involvement of HRD in OD interventions includes advising line managers on change strategies and facilitating the actual change process (Werner & DeSimone, 2012). Definitions by Cummings and Worley (2005), Swanson and Holton (2001), Lynham (2002), Berger and Berger (2011), and Byars and Rue (1991) highlight the diverse dimensions of OD.

Career Development: Career development is an ongoing process involving stages characterized by unique issues, themes, and tasks. It encompasses career planning, where individuals assess skills and abilities to formulate realistic career plans, and career management, which involves steps to achieve those plans. The relationship between career development and T&D activities is emphasized, with career plans implemented through organizational training programs (Sullivan

& Baruch, 2009). The alignment of career development with organizational goals, employee needs, and resources available is explored by Gray and Herr (1998), Torrington and Hall (2007), Niles and Bowsbey (2002), McGraw (2014), and Kakui and Gachunga (2016).

Summary

This comprehensive review underscores the multifaceted nature of HRD, highlighting its evolution, functions, and their implications for employee commitment. The dynamic interplay of training and development, organization development, and career development within the broader HRD framework contributes significantly to shaping organizational effectiveness and individual growth. Future sections will delve into the moderating impact of demographic characteristics on the relationship between HRD and employee commitment, providing deeper insights into the nuanced aspects of this complex interrelationship.

Methodology

The basic purpose of this study is to understand the effects of human resource development on employees' commitment towards work. Here, this study used four independent variables while the dependent variable under consideration is employee's commitment. Statements of all variables were used and particular mean score and standard deviation were obtained from the SPSS output.

Statements of each variables of this study were measured on a five-point Likert Scale where 1 representing Strongly Disagree, 2 representing Disagree, 3 representing Neutral, 4 representing Agree and 5 representing Strongly Agree. The sum of all value from 1 to 5 equals to 15 and divided by number of items gives mean value of the item that is 3. The mean value of item greater than 3 indicate that there is inclination towards agreement and value of mean below 3 indicate that there is inclination towards disagreement with the statements. Standard deviation indicates the variation in the value from the mean value..

Results and Discussion

The study examined four key variables: Training and Development, Organization Development, Career

Development, and Performance Management, and their impact on Employee Commitment. Descriptive statistics for each variable were analyzed using a five-point Likert Scale.

Table 1: Training and Development Status

Statements	N	Mean	SD
Training and development programs are provided by the organization, aiming to enhance the skills, knowledge, and attitude of employees.	96	3.68	1.099
The needs of the employees are met by the activities of the training programs offered by the organization.	96	3.63	1.148
The activities further contribute to the improvement of job satisfaction and work efficiency.	96	3.60	1.080
Modern training and development methods and tools are utilized by the organization.	96	3.37	1.134
Within the domain of Training and Development.	96	3.57	0.989

Table 1 presents the descriptive statistics for the Training and Development variable. The mean values range from 3.37 to 3.68, indicating that employees generally agree with the statements related to training and development. The highest mean of 3.68 suggests that employees strongly agree that the organization provides training programs that improve their skills, knowledge, and attitude. The overall mean of 3.57 reflects a positive perception of Training and Development.

The standard deviations range from 1.080 to 1.148, with the least deviation on the statement 'Increased job satisfaction and enhanced work efficiency are facilitated by the activities of training programs provided by the organization.' The highest deviation is on the statement 'The needs of the employees are met by the activities of training programs provided by the organization.' These deviations indicate a moderate level of variability in responses.

Organization Development

The organization's mission, values, and objectives are clearly and widely owned and understood by all staff in the authority and service areas. A well-developed framework of clear performance measurement and targets to guide organizational activities is maintained by the organization. Efforts are made by the top management of the

organization to identify and utilize the potential of the employees. The belief that human resources are an extremely important resource for organizational survival and success is held by the top management within the domain of Organization Development displays the descriptive statistics for the Organization Development variable. Mean values range from 3.46 to 3.70, indicating agreement among employees. The highest mean of 3.70 suggests strong agreement that the organization's mission, values, and objectives are well-understood by all staff. The overall mean of 3.61 indicates a positive perception of Organization Development.

Standard deviations range from 0.950 to 1.099, with the least deviation on the statement 'The top management believes that human resources are an extremely important resource for organizational survival and success.' The highest deviation is on the statement 'Efforts are made by the top management of the organization to identify and utilize the potential of the employees.' These deviations suggest a moderate level of variability in responses.

Career Development

Training to help develop employees' careers is provided by the organization. A positive work environment that aids employees in their career

development is offered by the management of the organization. Good career planning and development opportunities are provided by the organization. Concern for the career development of employees is expressed by our organization within the domain of Career Development statements exhibits the descriptive statistics for the Career Development variable. Mean values range from 3.40 to 3.62, indicating agreement among employees. The highest mean of 3.62 suggests strong agreement that the organization provides training to help develop employees' careers. The overall mean of 3.51 indicates a positive perception of Career Development.

Standard deviations range from 0.991 to 1.080, with the least deviation on the statement 'Management of our organization provides a good work environment which helps employees for their career development.' The highest deviation is on the statement 'Good career planning and development are provided by the organization for the employees.' These deviations suggest a moderate level of variability in responses.

Performance Management

Useful and constructive feedback is regularly provided to the employees by the organization. The feedback provided by the management about employees' performance is acknowledged to encourage learning and growth. A goal-setting

system is in place within the organization, enabling employees to perform better. At the end of the review period, goals are systematically reviewed as part of the Performance Management process showcases the descriptive statistics for the Performance Management variable. Mean values range from 3.56 to 3.89, indicating agreement among employees. The highest mean of 3.89 suggests strong agreement that the organization has a goal-setting system enabling better performance. The overall mean of 3.76 indicates a positive perception of Performance Management.

Standard deviations range from 0.840 to 1.078, with the least deviation on the statement 'Set goals are reviewed at the end of the review period.' The highest deviation is on the statement 'The feedback from management about employees' performance is encouraging for their learning and growth.' These deviations suggest a moderate level of variability in responses.

Employees Commitment

Table 2 presents the descriptive statistics for the Employees Commitment variable. Mean values range from 3.15 to 3.70, indicating agreement among employees. The highest mean of 3.70 suggests strong agreement that employees enjoy endorsing the organization to others. The overall mean of 3.50 indicates a positive perception of Employees Commitment.

Table 2: Employees Commitment Status

Statements	N	Mean	SD
The organization is endorsed to other people with a sense of enjoyment.	96	3.70	0.890
Emotional attachment to the organization is felt.	96	3.67	1.057
The prospect of spending the entire career with the organization would bring great happiness.	96	3.27	1.227
A sense of guilt would be experienced by the individual if leaving the organization at this point.	96	3.15	1.283
This collectively contributes to the Employees Commitment.	96	3.50	0.990

Standard deviations range from 0.890 to 1.283, with the least deviation on the statement 'Emotional attachment to the organization is felt.' The highest deviation is on the statement 'A sense of guilt would

be experienced by the individual if leaving the organization at this point.' These deviations suggest a moderate level of variability in responses.

The findings reveal that employees generally perceive positive organizational practices related to Training and Development, Organization Development, Career Development, and Performance Management. The positive perceptions are associated with higher employee commitment. Further analysis and inferential statistics will provide deeper insights into the relationships between these variables. The moderate variability in responses indicates that while there is a general agreement, there are differing opinions among employees, emphasizing the need for a nuanced approach in addressing employee perceptions and commitment.

Conclusion

This study comprehensively explored the interconnected dynamics of Training and Development, Organization Development, Career Development, and Performance Management, delving into their profound influence on Employee Commitment. The examination of descriptive statistics, conducted through a rigorous five-point Likert Scale, revealed insightful patterns within each variable.

Within the Training and Development domain, employees showcased an overall agreement, with mean values ranging from 3.37 to 3.68. Despite a positive inclination, standard deviations indicated a moderate level of variability in responses. Similarly, in Organization Development mean values between 3.46 and 3.70 signaled agreement, with the highest mean highlighting a strong consensus on organizational values. Again, moderate variability, as indicated by standard deviations, suggested nuanced employee perspectives.

Moving on to Career Development the mean values between 3.40 and 3.62 demonstrated collective agreement, emphasizing the positive perceptions of training, work environment, and career planning. Standard deviations highlighted moderate variability in responses, urging attention to diverse perspectives. Performance Management portrayed strong agreement, with mean values ranging from 3.56 to 3.89, emphasizing positive perceptions. Moderate variability, reflected in

standard deviations, reinforced the need for a nuanced approach.

Finally, the examination of Employees Commitment showed mean values between 3.15 and 3.70, signifying an overall agreement. The highest mean indicated strong consensus on endorsing the organization. Moderate variability, evident in standard deviations, emphasized the diverse nature of employee commitments.

These findings collectively unveil positive organizational perceptions, laying the foundation for employee commitment. However, the moderate variability in responses underscores the necessity of a nuanced and tailored approach in addressing individual perspectives. To gain deeper insights and substantiate these observations, further analysis involving inferential statistics is recommended. The positive associations identified present opportunities for organizations to strengthen their practices, fostering a more engaged and committed workforce.

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Conflict of Interest: Not Any

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