

Human Resource Development: Any Link to Organizational Commitment?

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ABSTRACT

The purpose of writing the current paper is to survey the influence of human resource development on organizational commitment. After designing 2 separated questionnaires and distributing among samples by applying Pearson correlation test, the positive and meaningful relationship between human resource development with organizational commitment and its indices. The results of applying Regression test showed that human resource development has highly influence on continuance and normative commitment. Also using Average test showed that all variables except normative commitment. AHP technique shows that affective commitment is the most important dimension of organizational commitment. Finally the results of one way variance analysis illustrated the positive relationship between employees' age and their commitment.

KEYWORDS: human resource development, organizational commitment, affective commitment, normative commitment, continuance commitment.

1. INTRODUCTION AND PROBLEM STATEMENT

To meet the challenges inherent in today's complex environment works and organizations, employees are needed to continuously upgrade their knowledge, skills and expertise. Also organizations should invest highly in the development of their human resource (Ilgen and Pulakos, 1999). Despite a steady enhance in the amount of organizational research on training and improvement in recent years (Kraiger, 2003; Salas and Cannon-Bowers, 2001), it is not obvious whether the scientific accuracy of this research has been sufficient. Lack of scientific rigor in researches can preclude valid knowledge creation and the accumulation of knowledge, and therefore leads to inefficient dispersion of both human and financial resources, failure to meet employee developmental goals, and loss of advantage in an ever-competitive environment and economy. Worse still, inferior or faulty models, theories or training interventions may actually do harm to employees and the organizations which employ them. Thus, strong theoretical understanding and empirical support for factors contributing to productive employees learning are critical levers for ensuring the effectiveness of training and development programs (Chen & Klimoski, 2007).

To address the central theme, the current paper has the following structure:

Section 1) reviews the current literatures on HRD and organizational commitment.

Section 2) testing an integrated model which illustrate the relationship between human resource development with organizational commitment.

Section 3) studying the influence of human resource development on employees' commitment.

Section 4) presenting some suggestions to improve human capital and organizational commitment.

2. LITERATURE REVIEW

2.1. Human resource development

We can begin by exploring HRD in work context which was, and may still be, characterized by enhancing levels of globalization, expanding labor diversity, the business sustainability agenda, improving technology, lack of skills and perpetual change (Damon, 2009). Human resource practitioners are frequently centre-stage in helping organizations to deal with the challenges, but defining the place of HRD within the broader field of HRM has not a stable history and is burdened with political ideology. Critical development of human resource as an emerging field of the research, is only just beginning to scratch the glossy surface of modern-day HRM policy, as it challenges the neo-liberal and human capital perspectives of the last two

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decades which have put forward vocational-oriented training, competence-oriented qualifications, aligned learning, accreditation and performance improvement as the only things which matter in organizations (Jesson and Newman 2004). Among other things, critical HRD questions the inequities and dubious fundamentals embedded within new management practices, which have become not only broadly acceptable, but also taken for granted in the area of organized workplace training (Short, 2011).

The recent theoretical debates on HRD issues can be separated into two parts: one is the attempts to redefine the term 'human resource development', and the other one is to expand new and integrated concepts of human resource development (Garavan et al, 2002; McGoldrick et al, 2001; Sadler-Smith and Smith, 2001; Swanson, 2001). For instance, the traditional management literature adopts a narrower definition which defines HRD as a set of formal organizational and individual practices which are designed to increase the potential contribution of human resources to the organization (Holton, 2000; Walton, 1999). This perspective is based on the notion of human capital investment which increases the realization of business strategies and contributes to the enterprise's bottom line.

Another approach based on the concepts of knowledge management, intangible assets and organizational learning claims that HRD is a complex concept with focus on the processes involved in learning from, at and through work, and which such individual and organizational learning processes are gradually replacing the traditional terms of 'training', 'development' and 'workplace education' (Agashae and Bratton, 2000). Generally speaking, the concern of HRD is to transform organizations into learning organizations, to enrich competence and to manage the psychological contract (Garavan et al., 2002). So new HRD definitions have been proposed, namely, which HRD seeks to embrace developments in workplace learning and focus on learning activities that are related directly to goals at a work, personal and organizational level (Garavan et al., 2002).

2.2. Challenging facing HRD

In addition to a lack of consensus five primary challenges facing HRD have been identified. First HRD requires adopting a more high-profile presence in organizations and be distinguished for its contribution to the bottom line. Also HRD is poorly represented and suffers from inadequate resources fuelling its undervalued status in organizations. Second, there is a strong need for the profession to demonstrate return on investment. This inability to evaluate training effectiveness is inhibiting the growth of HRD in organizations and the profession in general. Third, HRD requires identifying its core competencies and competitive advantage. This will allow the profession to define and differentiate itself and create its own unique identity. Fourth, there exists a requisite to rigorously define the communities served by HRD and examine the influence of HRD in the wider community. Finally HRD requires moving towards professionalization and embrace standards of practice and a certification policy. They insist that a failure to move in this direction will result in a loss of identity with the profession and future failure to attract intelligent, skilled personnel to the field (McClure, 2011).

2.3. Organizational commitment

Employers seem to be continually pursuing ways to motivate their employees and managers to perform better and to be more committed to the organization. At the same time, employees and managers seem to be longing for job satisfaction. If employers have employees that are satisfied in their jobs and committed to their organizations, then both the individual and the organization will achieve goals and therefore become more successful (Stewart, 2008).

Whether or not a person feels successful relates to their emotionally perceived level of job satisfaction and organizational commitment. As stated earlier, Tett and Meyer (1993) define job satisfaction as "one's affective attachment to the job viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction; e.g., supervision)". Testa (2001) defines organizational commitment as "an emotional response to a positive appraisal of the work environment".

Although there has been lots of definitions about organizational commitment, but all of them reflect three main concepts: a) affective commitment; b) perceived cost; c) obligation (Saroughi, 1996).

In organizational commitment, individuals believe that should continue their emotional activities and cooperate in different works affectively (Noor Harun, 2006).

In behavioral science, a lot of studies have been accomplished and a lot of definitions have been presented. Some of them are:

Relative rate of people's identity determination and their participation with the organizations. In this definition, organizational commitment includes 3 dimensions:

1. To believe organizational goals, objectives and values;
2. To believe more effort to achieve organizational goals and objectives; and
3. Sever tendency to continue membership in organization.

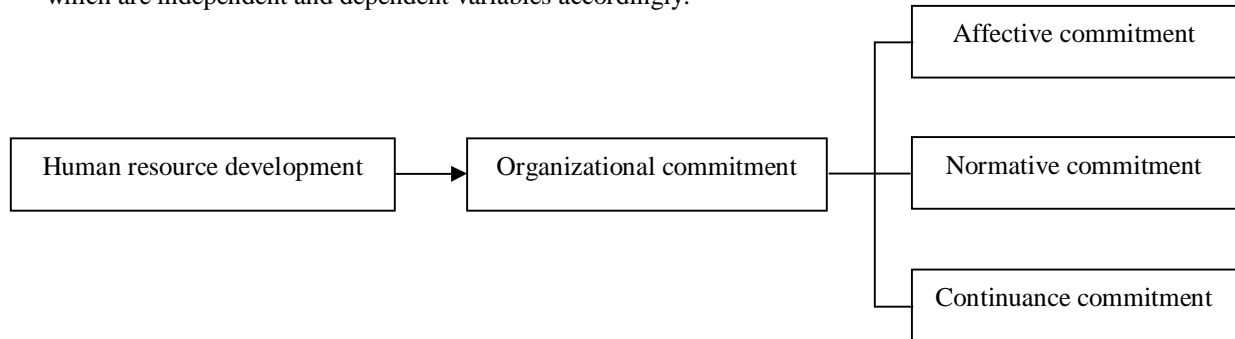
Also in the current definition, two other correlations have been defined:

First: organizational commitment is related to job satisfaction and absence.

Second: the relationship between organizational commitment with and job satisfaction is positive and the relationship between organizational commitment with absence is negative (Testa, 2001).

2.4. Conceptual framework

The chart below shows the relationship between human resource development and organizational commitment – consist of affective commitment, normative commitment and continuance commitment- which are independent and dependent variables accordingly.



Conceptual framework of research

2.5. Hypotheses

1. There is positive and meaningful relationship between human resource development and organizational commitment.
 - 1.1. There is positive and meaningful relationship between human resource development and affective commitment.
 - 1.2. There is positive and meaningful relationship between human resource development and normative commitment.
 - 1.3. There is positive and meaningful relationship between human resource development and continuance commitment.

3. RESEARCH METHODOLOGY

The current study is a descriptive survey if to view from data collection aspect and is an applied one if to investigate the goals of the study. For gathering the data library method (to refer to books, articles, theses, etc...) and fieldworks (questionnaire) was being applied. Two questionnaires were designed. The first questionnaire includes 16 questions in base of human resource development, the second one about organizational commitment by 18 questions (all dimensions have 6 questions) and then distributed within the samples.

To analyze the data SPSS 17 and Kolmogorov-Smirnov, Pearson, Regression, Average, one way variance analysis tests and AHP technique were applied.

3.1. Statistical society and sample size

The research was done in a society involving 127 people Chain Company (an Iranian one in transportation field). Whereas this number seems to be inadequate, the sampling was done through an integral counting method.

The management experts and academic professors were being requested to evaluate the validity of questionnaires. For this mean, the questionnaires were given to them, and after their modifications were being applied and they confirmed it, the questionnaires were given to the samples.

To determine the questionnaires' reliability, the 'Cronbach's Alfa technique' was used. For this purpose, 30 people were chosen by random (from the sample) and the questionnaires were given to them. The 'Cronbach's Alfa' values for all variables were calculated in table 1:

Table 1: the results of reliability

Variables	Cronbach Alfa
Human resource development	0.91
Organizational commitment	0.88
Affective commitment	0.87
Normative commitment	0.94
Continuance commitment	0.82

These values support the reliability of questionnaires, because the calculated results for Cronbach's alpha are more than (0.7).

4. Data analyzing

4.1. Kolmogorov-Smirnov test

This test was applied to survey statistical society normality. The results are shown in table 2:

Table 2: The results of using Kolmogorov-Smirnov test

Variables	HRD	Organizational commitment	Affective commitment	Normative commitment	Continuance commitment
Sig	0.216	0.105	0.084	0.276	0.413

As table 2 shows, the calculated errors are more than research error (0.05), so normality of the society is proved. Therefore some parametric tests were utilized for testing the hypotheses.

4.2. Pearson correlation test

To survey the relationship between human resource development with organizational justice and its indices, Pearson correlation test was applied. The results of applying this test are presented in table 3:

Table 3: The results of using Pearson test

Relationships	Pearson r	Sig	results
HRD with OC	0.54	0.000	Positive relationship
HRD with AC	0.41	0.000	Positive relationship
HRD with NC	0.58	0.000	Positive relationship
HRD with CC	0.61	0.000	Positive relationship

Table 3 shows there are positive and meaningful relationships between human resource development with organizational commitment and its dimensions.

4.3. Regression test

To survey the intensity influence of human resource development on organizational commitment and its dimensions, regression test was utilized:

Table 4: The results of using Regression test

Variables	Standardized Coefficients	Unstandardized Coefficients		T value	sig
	Beta	Standard error	B		
Constant		0.096	7.026	10.437	0.000
Organizational commitment	0.55	0.059	0.648	5.262	0.000
Constant		0.083	5.489	11.283	0.000
Affective commitment	0.41	0.104	0.512	5.314	0.000
Normative commitment	0.49	0.122	0.637	5.784	0.000
Continuance commitment	0.62	0.91	0.761	6.239	0.000

As table 4 shows, human resource development has the most influence on continuance commitment and the least influence on affective commitment.

4.4. Average test

Average test was used to survey the variables ranks. Each variable with higher amount of 1.645 is placed in favorable place.

Table 5: The results of using Average test

Variables	Z _{0.05}	Z	result
Human resource development	1.645	1.794	Accepted
Organizational commitment	1.645	1.908	Accepted
Affective commitment	1.645	1.927	Accepted
Normative commitment	1.645	0.845	Rejected
Continuance commitment	1.645	2.012	Accepted

As table 5 shows all variables apart from normative commitment were placed in favorable levels.

4.5. AHP¹ technique

To rank the organizational commitment dimensions AHP technique was applied. Pair wise comparison matrix is presented at table 6:

Table 6. Final scores of commitment indices

Indices	Affective commitment	Normative commitment	Continuance commitment
Affective commitment	1.00	0.54	0.47
Normative commitment	0.54	1.00	0.29
Continuance commitment	0.47	0.29	1.00

The Inconsistent matrix and average of every dimension are presented in table 7:

Table 7. AHP test results to categorize commitment indices

Indices	Continuance commitment	Affective commitment	Normative commitment	Mean
Affective commitment	0.50	0.30	0.27	0.356
Normative commitment	0.27	0.55	0.16	0.326
Continuance commitment	0.23	0.15	0.57	0.316

It is clarified that human resource development will affect on affective commitment more than others. Also normative and continuance commitment were placed in 2nd and 3rd positions.

4.6. One way Variance Analysis test

To survey the relationship between demographic characteristics of employees and their commitment, One-way Variance Analysis test was utilized which its results are shown in table 8:

Table 8: Results of using one-way Variance Analysis

Independent Variable	Dependent Variable	P-Value	Standard Error	Results
Age	Commitment	0.109	0.023	relationship
Gender	Commitment	0.145	0.269	No relationship
Educational level	Commitment	0.219	0.185	No relationship
job experience	Commitment	0.114	0.172	No relationship

¹. Analytical hierarchy process

As table 8 shows there is no relationship between demographic characteristics apart from age and employees commitment.

5. CONCLUSION AND DISCUSSION

The current paper with the purpose of studying the influence of human resource development on organizational commitment was done in a society includes 127 employees of an Iranian Company.

For gathering data, 2 questionnaires about human resource development and organizational commitment were designed and distributed among samples.

First of all by applying Kolmogorov-Smirnov test the normality of statistical society was proved; so some parametric tests were utilized.

The results of Pearson test show that there are meaningful and positive relationship between human resource development with organizational commitment and its dimensions.

Also Regression test showed that human resource development affects on continuance commitment more than others.

Normative commitment was placed in unfavorable level as Average test illustrated.

The results of applying AHP technique implied that among commitment dimensions, affective and continuance commitment were the first and the last ones which was absolutely different from Regression test.

Finally by using one way variance analysis, the relationship between employees' demographic characteristics and their commitment was surveyed in which meaningful correlation was found between age and commitment.

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