

Linking Human Resource Development Practices and Organizational Commitment: Evidence from Nepalese Commercial Banks

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DOI: <https://doi.org/10.3126/jnbs.v17i1.75254>

Received on 16 August 2024

Accepted on 10 December 2024

ABSTRACT

The primary goal of this research is to identify the key HRD practices that link organizational commitment and user predictability. The study employs causal-comparative research design and positivism epistemology. An analysis of associations' effects is done using a cross-sectional survey questionnaire. There were 46508 employees in the survey, and 384 of them were chosen as respondents based on a judgment from ten commercial banks in Nepal. A standardized Likert Scale questionnaire was used to collect data, with 1 denoting strongly disagree and 5 denoting strongly agree. The average Cronbach's Alpha value for all the variables was 0.77, which has been used as a criterion to evaluate reliability. A total of 430 questionnaires were circulated, and 384 valid responses were collected. SPSS has been used to analyse the data. Regression analysis was used to estimate and forecast the associations. Results reveal that performance management was found to be inconsistent and insignificant, while all other variables that were found to be significant predictors of employee engagement ($r^2 = 0.648$) included training and development, career advancement, and job security. This study also aims to demonstrate the need for proactive, all-encompassing approaches to factor efforts in order to emphasize organizational commitment and ensure alignment with business objectives in Nepalese commercial banks.

Keywords: Career advancement, job security, performance management, organizational commitment, training and development

1. INTRODUCTION

Employee commitment in companies is largely determined internally by factors such as the employee's level of customer orientation, age, gender, and employment tenure as well as their work status and personal education (Prashar & Maity, 2024). The advantages of artificial intelligence for productivity and organizational commitment, which increase worker involvement and emotional attachment (Rezvani et al., 2024). By incorporating an open, aggressive, reliable,

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proactive, autonomous, genuine, and cooperative human resource management culture into their entire organizational culture, employers can increase employee commitment (Benjamin & David, 2012). It has been demonstrated that organizational commitment raises morale, reduces attrition, and increases productivity in groups and individuals that uphold the organization's objectives and core principles (Cohen, 2003; Myers et al., 2012; Mowday et al., 1979; Mowday et al., 1982).

The development of human resources management methods is positively correlated with employee commitment, especially the empathetic component (Benjamin & David, 2012). Employees are largely focused on their own work and have an organizational mind set. Since the goal of human resource management is to improve organizational performance by promoting individual engagement, boosting productivity, and adopting efficient work processes, there is uncertainty regarding how individuals of the organization should develop and uphold commitment (Swanson & Holton, 2009). Approximately one-third of employees worldwide acknowledge that they are not committed to their jobs or organizations, and only one in twelve (8.33%) employees are organization-oriented and primarily focused on their own work (Fornes et al., 2008). Organizational commitment can affect employee development, behavioural modification, and the achievement of goals (Meyer & Allen, 1997). Higher levels of strategic decision compliance and improved financial planning are signs of managers' strong organizational commitment (Kim & Mauborgne, 1993; DeCotiis & Summers, 1987). The commitment consists of three elements: a strong desire to continue being active in the organization, as well as a strong belief in and acceptance of its principles and goals; a large readiness to work hard for your own organization (Mittal et al., 2016).

According to organizational commitment theory (OCT) propounded by Allen and Meyer (1990) employee commitment is a psychological bond between employers and employees which makes it difficult for the employees to leave their job voluntarily. In another study by the authors Meyer et al. (1993) emphasized the same and focused on the bond that becomes barrier between employees and their respective organizations. The significance of human resources in preserving competitive advantage has grown as a result of the increase of knowledge labour, shorter product life cycles, workforce diversity, and flatter, leaner, and more participatory organizations (Kearns, 2004; Becker et al., 2001; Akinyemi, 2007; Mercer, 2003; Pfeffer, 2007). Performance management, training and development and career development have positive impact on employee engagement in Nepalese commercial banks (Hakuduwal, 2019) Human resource development comprises of training and development, management development, performance management, career development and organizational development (Sthapit, 2021).

The concepts of strategic human resource development and organizational performance are complex and include a range of elements, including employee engagement, productivity, creativity, and flexibility (Sthapit, 2023). HRD should be integrated with organizational mission and goals proactive planning, strategic partnership, top management leadership, effective implementation and regular evaluation of HRD policies and programs (Sthapit, 2020). People in the organization need HRD programs because of the quick changes in the environment. The organization must adequately prepare and develop its human resources in order to be able to proactively confront the forces of the environment (Sthapit, 2019). To address employment issues and overcome the challenge of attracting, engaging, and retaining not only sufficient employees but also employees with fundamental knowledge, experience, and enthusiasm, human resource development (HRD) is by

far the most significant aspect (Carlbäck et al., 2024). Negative effects on the industry could result from ignoring HR issues.

Although workforce-related issues are not exclusive to the hospitality sector, they could have disastrous consequences for a labour-intensive sector hampered by a high staff turnover rate, a strong reliance on service, and a service mindset (Carlbäck & Nygren, 2019; Jeou-Shyan et al., 2011). Employees are viewed as required expenses rather than assets. The most valuable asset in the industry may not be able to be measured, controlled, or compared like other metrics since it is not included on balance sheets, has no real, quantitative worth, and is not associated with any pertinent key performance indicator (Carlbäck et al., 2024a). Considering the importance of human resource management, corrective action is required soon. Simultaneously, more sustainable and effective HRD may have a number of unintended beneficial impacts, not the least of which being a decrease in costs (Jang & Kandampully, 2018), since expenses associated with inadequate talent management are significantly impacting the industry's profitability (Wood, 2015; Kusluvan et al., 2010).

The commercial banks in Nepal provide employment for 46508 people. However, this industry lacks skilled employees. Therefore, strengthening the country's financial and economic sectors requires a greater level of employee commitment in this sector (Nepal Rastra Bank, 2021; Nepal Rastra Bank, 2023). Nepal is a least developed country with important problems in the areas of the environment, society, politics, and economics that must be properly addressed if the country is to advance as a whole. As the majority of Nepal's youth work in the Gulf and send money home, remittances have replaced the other sources of income for the country and now account for the majority of the country's GDP (Gaudel, 2006). Positive socioeconomic growth seemed to occur after democracy was restored in 1990, but the real achievements have been hidden by the ruling parties' political-economic fragility (Devkota, 2007).

Employees in Nepal, particularly those who work for government-owned banks, frequently take their employment less seriously because they are not as dedicated to them as they should be (Pandey, 2008). In the current environment of fierce competition, Nepalese BFIs won't be able to satisfy their stakeholders and clients if the performance issue persists, particularly in the banking sector (Jha & Hui, 2012). In the contemporary market, competitors may quickly copy new products and services as well as cutting-edge technologies, but highly committed human resources are harder to imitate and give a company a distinct competitive advantage. What challenges do Nepalese commercial banks now face in luring and keeping a committed workforce? What kind of results might one anticipate from an inspired group of employees?

The purpose of this study is to investigate key aspects of organizational commitment within Nepalese commercial banks. Specifically, it aims to identify the predictors of organizational commitment in the commercial banking sector and to examine the relationship between human resource development practices and organizational commitment in these institutions.

2. REVIEW OF LITERATURE

2.1. Organizational Commitment

One of the organization's biggest concerns in the competitive business environment of today is to hold on to talented employees and help them develop a psychological bond with the organization. Employee commitment to the organization is a key component in achieving the

organizational aim In the previous literature conducted by Okolie et al. (2024) focused on reward system adopted for employees' organizational commitment. The further ascertained that the only method to engineer the civil service to play its critically important and facilitating role in the political and socioeconomic development of the State is to create and secure systems of intrinsic and extrinsic reward system that are methodically planned and scientifically implemented for employee commitment. In an another study conducted by Maina and Omondi (2024) focused on the relationship between career advancement and organizational commitment. According to the authors, a strong, positive correlation between employee commitment and recognition programs. Career promotion and recognition programs both had a significant impact on employee commitment. However, a study conducted by Hrebiniak and Alutto (1972) linked employees' age with organizational commitment.

They further add employee age and commitment to the organization are positively associated. Tenure and permanent status have also been proven to have a substantial correlation with organizational commitment. The most researched criteria that have demonstrated the strongest link with organizational commitment are age and tenure. However, a study conducted by Jones (1986) revealed negative connotation on organizational commitment. As per the author formal and collective methods would modestly enhance commitment by lowering fear, noticed that formal and collective tactics may actually diminish commitment by building a psychological barrier between newcomers and existing members of the organization (Weill, 1992). Mowday et al. (1982) focused on affective commitment of the employees toward organization. He further emphasized emotional connection to a group characterized by shared values, a desire to stick with the group, and a readiness or willingness to work for the group lead to organizational commitment.

2.2 Human Resource Development Practices and Organizational Commitment

Employees are devoted to varying degrees and human resources management practices are implemented in various ways. Human resources practices and normative commitment have an association that is occasionally statistically significant, and there is a minimal correlation—no statistical significance—between human resources practices and emotional commitment (Rafael and Cordeiro, 2024). Encouraging green information exchange among staff members and boosting their environmental commitment through green human resource management practices are crucial for achieving environmental sustainability goals and improving environmental performance (Ahmad et al., 2023). Higher levels of employee commitment might result from an atmosphere at work that promotes job satisfaction, which is fostered by a healthy company culture. In a similar vein, an unfavourable corporate culture can produce an atmosphere that encourages employee discontent with their jobs, which lowers commitment levels (Pathan, 2023).

A supportive and empowering work environment that characterizes a positive organizational culture can increase staff commitment and job satisfaction, which can therefore lower the likelihood that they will leave the organization (Pathan, 2023). Age, employee experience, the superior's level of satisfaction, and job satisfaction are all factors that affect employee commitment in small and medium scale enterprises that manufacture mechanical goods (Obedgiu et al., 2017). A partial mediating factor in the link between leadership styles and employee commitment is job satisfaction. Employee commitment to the organization is influenced by leadership and HRD strategies. Job satisfaction among employees is impacted by organizational

commitment. Leadership influences followers' trust, and followers' trust influences workers' job satisfaction (Puri Palupi & Patmo Cahjono, 2017). Employee commitment was positively and significantly correlated with training, compensation, and job security; employee commitment had a significant negative relationship with rewards (Kharel & Niraula, 2024).

2.3 Training and Development and Employee Commitment

It has been asserted that when their employer invests in their training and development, employees are generally happy because it gives them the chance to establish relationships with professionals in a variety of industries (Tanwar & Prasad, 2017). A Capgemini analysis highlighted the widening talent gap between highly skilled and less highly trained employees, with the United States having the largest skill gap (70%) and India coming in second with a skill disparities of 64% (Some, 2019). In order to promote learning, the purpose of strategic human resource development (HRD) for training and development is to match individual goals with those of the corporation (Yorks, 2005). Training and development aspects of employer branding have an impact on employee commitment and retention. Employee retention and organizational identity are influenced by training and development (Bharadwaj, 2023).

A key factor in the expansion and improvement of the corporate organization is the training and development of the workforce. Putting into practice various cutting-edge tactics developed by various organizations raises performance levels and produces high levels of productivity and profitability (Bhakuni & Saxena, 2023). Organizational managers should see their knowledge employees as assets and provide them with the tools they need to be creative in their work, as well as continuing professional development to assist them become committed to the goals and work of their organizations (Drucker, 1999). The human resources development environment can be a significant predictor of corporate commitment. Employers with a happy human resources department tend to have devoted employees (Mittal et al., 2016) which leads to formation of the following hypothesis:

H₁: Training and development positively related to organizational commitment.

2.4 Job Security and Organizational Commitment

People are more committed, work better, and have less negative work attitudes when they are in a secure employment. Furthermore, job security affects an employee's commitment and productivity for the organization (Chen, 2017; Ugwu, 2017). Job insecurity has been associated to lower levels of organizational commitment, job satisfaction, and work insecurity, but these three variables are unrelated. The association between organizational commitment and high work satisfaction are related to each other (Heymans, 2002). Employee organizational commitment was severely impacted by job instability and job fatigue, even after the mediation benefits of benevolent leadership.

Furthermore, the moderating effect of kind leadership decreased job security (Anand et al., 2023). One of the primary mechanisms contributing to the detrimental effects of job insecurity on employee health is the psychological contract being broken and the perception of unfairness in organizational procedures and decision-making (Piccoli et al., 2021). Organizational commitment and psychological safety of employees are the major reasons between perceived organizational performance and job insecurity is explained by employees' psychological safety and organizational commitment levels (Kim, 2020). Attached employees typically exhibit high levels of job

satisfaction, organizational dedication, in-role/extra-role performance, and minimal turnover if they feel secure in their jobs (Cohen, 2003; Meyer & Allen, 1997; Cooper-Hakim & Viswesvaran, 2005) which leads to formation of the following hypothesis:

H₂: Job security is positively related to organizational commitment.

2.5 Performance Management and Organizational Commitment

Employees express better job satisfaction and commitment immediately following the yearly performance feedback than they did before to the input, even in the case of performance feedback with minimal formalization (Guenther et al., 2024). Performance reviews could have two drawbacks. Formal procedures have the potential to enhance employees' happiness at work and commitment to the organization by creating the impression that management is attentive to HR matters (Heilmann et al., 2018). If the performance feedback primarily reflects formal documentation with standardized forms and criteria to assess the employee rather than coaching the employee based on feedback characterized by mutual involvement, the negative effects of being formally appraised—that is, lower job satisfaction—materialize (Grubb, 2007; Kampkötter, 2017; Lee, 2006).

Given that SMEs typically have a low hierarchical structure, open communication, and significant employee involvement, the detrimental effects of highly formalized performance evaluation on employees' job satisfaction and commitment will predominate (Kotey & Slade, 2005; Heilman et al., 2018). Individuals can use feedback to increase their ability and commitment to the organization, accomplish personal and professional goals, and perform tasks more effectively (Anseel et al., 2013). Employees who receive performance feedback from their supervisors are more likely to be supportive during the feedback process, which in turn fosters positive two-way communication and increases work satisfaction and commitment to the organization (Kaymaz, 2011) which leads to formulation of the following hypothesis:

H₃: Performance management is positively related to organizational commitment.

2.6 Career Advancement and Organizational Commitment

Sales employees' organizational commitment (OC) is significantly impacted negatively by perceived barriers to career advancement (PBCA). Age, gender, length of employment, and work level are examples of demographic factors that also influence the association between PBCA and OC (Briggs et al., 2012). A crucial component of the employee's psychological contract with their employer is career advancement. Simply enough, psychological contracts are employees' perceptions of their organizations' reciprocal job responsibilities (Rousseau & Tijoriwala, 1998). The two antecedent elements that had a statistically significant positive association with organizational commitment were perceived reward equity and training satisfaction. The dedication of the manager made a good contribution (Liu, 2006).

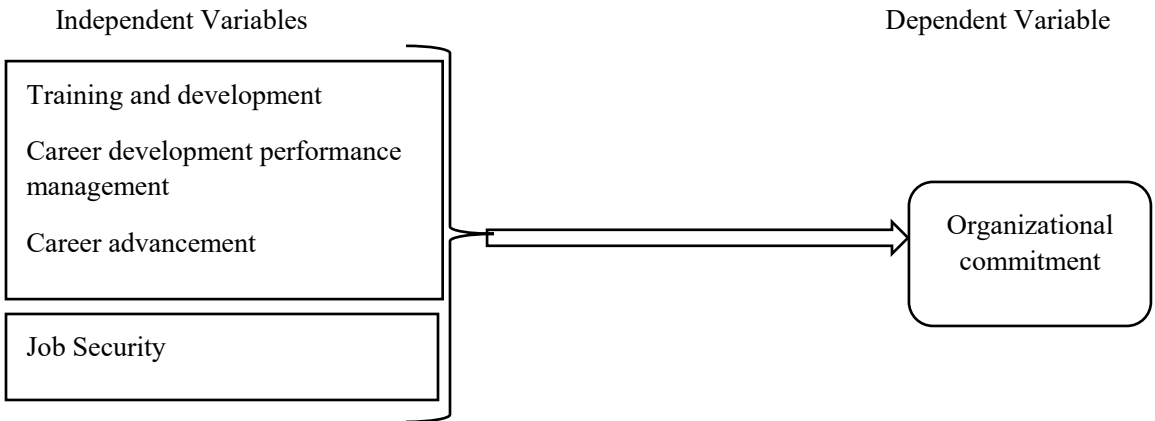
The degree of effort put on in activities supporting organizational goals is influenced by an individual's emotional responses to their organization, which indicate their identification with those goals. Sensations of attachment to the objectives and core values are indicators of corporate commitment (Cook & Wall, 1980). There is a stronger correlation between organizational commitment and certain aspects of job satisfaction, such as career advancement. The dynamics of these relationships differ between male and female employees (Boles et al., 2007). Positive

organizational outcomes, such as improved work performance ratings, career progression, a decline in the intention to look for new employment, and lower turnover, have all been positively correlated with increased organizational commitment (Johnson & Johnson, 2000; Bergmann et al., 2011) which leads to formulation of the following hypothesis:

H₄: Career advancement is positively related to organizational commitment.

Figure 1

Research Framework



3. METHODS

This study used a cross-sectional survey and causal-comparative research design to investigate the factors that affect organizational commitment in Nepalese commercial banks. A 5-point Likert scale was employed in a systematic survey questionnaire: 1 represents strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 indicates strongly agree. The study's samples were selected through the use of non-probability sampling techniques known as judgmental sampling (Khasawneh & Al-Zawahreh, 2015; Creswell, 2013), as the whole population characteristics was unknown to the researchers. When a certain demographic or group needs to be the focus of the investigation, judgmental sampling might be helpful. Researchers should take bias into consideration in their analysis, nevertheless, as this sampling method's non-randomness may induce bias (Etikan et al., 2016).

The study's population consists of 46508 (Nepal Rastra Bank, 2023) employees of Nepalese commercial banks, of which 384 (Cochran, 1977) respondents were selected as sample on a proportional basis from ten commercial banks (3 joint venture banks, 2 public limited banks and 5 private commercial banks). The data were analysed using SPSS. Items related to training and development (Five items, e.g. "Training programs are carefully planned"), career advancement (five items, e.g. "Career paths for those in this position are well-defined"), performance management (five items, e.g. "While giving me feedback, my supervisor always focusses on to learn and improve"), job security (five items, e.g. "Employees in this job can expect to stay in the organizations for as long as they wish") and organizational commitment (five items, e.g. "My job inspires me"). The items in the questionnaire were adapted from the study by Rani and Garg (2014),

Delery and Doty (1996), Zhou (2003), Delery and Doty (1996) and Schaufeli et al. (2002) respectively.

All the items adapted from the westerners' studies were again retested through a pilot study. The Chronbach's alpha values of each construct are furnished in Table 1.

Table 1

Chronbach's Alpha Values

Constructs	Chronbach's Alpha
Job security	0.689
Career advancement	0.747
Performance management	0.698
Training and development	0.865
Organizational commitment	0.774

Table 1 shows the reliability test applied to examine the Cronbach's Alpha values for job security, career advancement, performance management, training and development, and organizational commitment. For each construct, the Chronbach's Alpha values are 0.689, 0.747, 0.698, 0.865, and 0.774 respectively. The questionnaire items' must have a Chronbach's Alpha value of more than 0.65 for the total variable in order to be accepted for a reliability test (Eonseong, 2016) in quantitative research.

The demographic information of the respondents are provided in the Table 2, which constitutes gender, age, educational background and the experience of the employees of Nepalese commercial banks.

Table 2

The Demographic Information of the Respondents

Variables	Number	Percent (%)
<i>Gender</i>		
Male	293	76.3
Female	91	23.7
<i>Age</i>		
Below 25 years	59	15.3
26–35 years	109	28.4
36–45 years	155	40.4
46 years and above	61	15.9
<i>Educational Background</i>		
Below Bachelor	50	13.0
Bachelor	62	16.01
Master's and above	272	70.09
<i>Experience</i>		
Below 5 years	66	17.2
6–10 years	137	35.7
11–15 years	147	38.3
Above 16 years	34	8.9
Total	384	100.0

Note. Field Survey, 2024

Table 2 shows that the number of female respondents is somewhat skewed, and their number is 91 as compared to male 293 (76.3%), this could lead to fewer number of female participants in the sampled commercial banks. The most respondents 155 (40.4%) were of age between 36-45 and the least number of respondents 59 (15.3%) were of age below 25 years. Similarly, the number of respondents 272 (70.09%) had a master's degree and 50 (13%) had less than a bachelor's degree. Similarly, 147 (38.3%) respondents had an experience between 11-15 years whereas 34 (8.9%) had experience of more than 16 years.

4. ANALYSIS AND RESULTS

4.1 Relationship between Human Resource Development Practices and Organizational Commitment

Correlation facilitates a more thorough grasp of the facts. It enables investigators to spot patterns and connections among variables that may not be immediately apparent, leading to better hypotheses in empirical research (Field, 2018).

Table 3

Relation of Human Resource Development Practices and Orgainzational Commitment

Constructs	OC	TD	CA	PM	JS
OC	1				
TD	0.647**	1			
CA	0.619**	0.671**	1		
PM	0.530**	0.489**	0.517**	1	
JS	0.727**	0.498**	0.541**	0.604**	1

Note. ** Correlation is significant at 0.01 level.

Table 3 depicts correlation coefficients of variables. The correlation between training and development and organizational commitment is 0.647, the correlation between career advancement and organizational commitment is 0.619, the correlation between performance management and organizational commitment is 0.530 and the correlation between job security and organizational commitment is 0.727. The Table 3 clearly shows that there is good correlation between predictor variables and criterion variable.

4.2 Impact of Human Resources Development Practices and Organizational Commitment

Regression analysis determines if the independent variables have statistically significant impacts on the dependent variable, which aids in hypothesis testing. When it comes to organizational decision-making, this can be very important (Hair et al., 2010).

Table 4 shows that the beta coefficient, t value and p value of training and development are (0.268), (6.70) and (0.001 < 0.05) respectively, the alternative hypothesis is accepted at five percent significance level which maintains that the training and development variable greatly impacted organizational commitment in Nepalese commercial banks. Similarly, the beta, t and p values of career advancement are (0.156), (3.37) and 0.001 < 0.05) respectively, the alternative

hypothesis is accepted at five percent level of significance which confirms that the career advancement variable sufficiently impacted organizational commitment in Nepalese commercial banks. However, the beta, t and p values of performance management are (0.009), (0.242) and (0.893 > 0.05) respectively, the null hypothesis is accepted at five percent level of significance which indicates that there is no impact of performance management on organizational commitment in Nepalese commercial banks. On the other hand, the beta, t and p values of job security are (0.471), (12.05) and (0.001 < 0.05) respectively, the alternative hypothesis is accepted at five percent significance level which confirms that the job security variable greatly impacted organizational commitment in Nepalese commercial banks.

Table 4
Impact of Human Resources Development Practices and Organizational Commitment

	Unstandardized		Standardized	T	Sig.	Collinearity	
	coefficients	Std. error	coefficients			Tolerance	VIF
(Constant)	.575	0.134		4.29	0.001		
TD	0.268	0.038	0.298	6.70	0.001	0.513	1.95
CA	0.156	0.046	0.148	3.37	0.001	0.429	2.00
PM	0.009	0.038	0.010	.242	0.893	0.572	1.75
JS	0.471	0.039	0.493	12.05	0.001	0.554	1.80

R² = 0.648

F-statistic = 174.50; Sig. value of F-statistic = 0.000

DW = 1.995

Note. Dependent Variable: Organizational commitment (OC).

It is evident from the coefficient values that the job security has the greatest influence on organizational commitment followed by training and development, career advancement and performance management. There is a tolerance value (≥ 0.1) for each variable. In quantitative research, a tolerance value of (≥ 0.1) is considered appropriate (Hakuduwal, 2019). According to R² value (0.648), variation in the independent variables (training and advancement, career advancement, performance management, and job security) accounts for (64.80%) of the variation in the dependent variable, organizational commitment. The result shows that (36.20%) of the employee engagement can be attributed to the variance of other parameters. This unequivocally shows that banks that concentrate on the development of the variables indicated by the beta values of all the drivers of employee engagement would see increases in employee engagement. Every construct carries a VIF value of ($5 \leq$). If each variable's VIF value is ($5 \leq$) (i.e., there is no Multicollinearity) and the results can be considered acceptable (Myers et al., 2012). It is evident from the Durbin Watson test of regression residuals (1.995) that the independent and dependent variables have positive autocorrelation (Durbin & Watson, 1950), which is a sign of future success.

5. DISCUSSION

The study's prime goal is to ascertain organizational commitment in Nepalese commercial banks. For every organization to succeed and thrive, the HRD aspects (predictors) of organizational

commitment are crucial. Due to their direct impact on the expansion of the Nepalese financial system as a whole, these issues are crucial when discussing commercial banks in that country.

Initiatives for training and development have significantly improved organizational commitment in Nepalese commercial banks. Employees who receive training are more effective at their jobs and produce positive results for their organizations. In Nepal, training is provided to commercial bank employees both on and off the job. The analysis of the hypothesis, correlation, and regression statistics clearly shows that there is a positive and substantial relationship between training and development and organizational commitment in Nepalese commercial banks. In Nepalese commercial banks, measures for training and development have been found to have a significant positive impact on organizational commitment. Employees who receive training are more effective at their jobs and provide positive outcomes for their organizations. Earlier researches conducted by Tanwar and Prasad (2017), Some (2019), Yorks (2005), Bharadwaj (2023), Drucker (1999) and Mittal et al. (2016) also found the same results in their empirical studies. Yorks (2005) and Some (2019) have different view in the relationship between training and development and organizational commitment. Similarly, positive relationship is revealed between organizational commitment and career advancement in Nepalese commercial banks. One might argue that career advancement has a major impact on organizational commitment in Nepalese commercial banks. Many statistical indications indicate a good and substantial relationship between career advancement and organizational commitment. The previous researches conducted by Briggs et al. (2012), Rousseau and Tijoriwala (1998), Liu (2006), Cook and Wall (1980), Boles et al. (2007), Johnson and Johnson (2000) and Bergmann et al. (2011) supported the result But (Boles et al. (2007) did not support the result.2007) However, the association between performance management and organizational commitment is found negative and insignificant in Nepalese commercial banks. The previous empirical studies conducted by Grubb (2007), Kampkötter (2017), Lee (2006) supported the result and Guenther et al. (2024), Kaymaz (2011), Heilmann et al. (2018) rejected the result. On the other hand, job security has positive and significant relationship with organizational commitment in Nepalese commercial banks. The earlier studies conducted by Cohen (2003), Meyer and Allen (1997), Cooper-Hakim and Viswesvaran (2005), Kim (2020), Piccoli et al. (2021) and Anand et al. (2023) supported the result. However, the result does not align with the studies conducted by Piccoli et al. (2021) and Kim (2020). Except for performance management, all other results are in compliance with the organizational commitment theory (OCT) tenet by Meyer and Allen (1997).

6. CONCLUSION

The study highlights the significance of organizational commitment and pinpoints several factors that significantly affect it. It also reveals the substantial and positive relationship between human resource development practices and organizational commitment based on OCT in Nepalese commercial banks. According to regression analysis, two factors emerged with considerable path validity, or t value, among the several relevant factors that have an overall impact on employee engagement. It was found that the job security, training and development career advancement had a substantial t-value in relation to organizational commitment but performance management had a negative and insignificant relation to organizational commitment. The report also cites earlier research and offers recommendations for actions on aspects that enhance the team and coworker

relationships as well as the working environment. In conclusion, this study supports the application of organizational commitment theory (OCT) despite producing inconsistent results. All HRD practices, with the exception of the performance management dimension, have a direct and significant relationship with organizational commitment. Additionally, these practices can positively affect employee attitudes toward the organization, which in turn impacts organizational commitment.

The results have significant effects on an organization's operational productivity, which in turn has a significant financial impact on the firm. Additionally, a happy work environment is suggested for employees by the HRD aspects that determine organizational commitment. This draws attention to the possible societal implications of the organization's conduct. Employees would be given a lot of attention about the organization's measures to strengthen organizational commitment, employee wellness, and the office atmosphere and positive workplace culture. Employers can use this strategy to focus on critical elements that will help employees as well as employers.

Additional HRD-related concerns have surfaced as potential study title in light of the changed market and environmental setting. Going beyond organizational commitment, future research might look at how HRD affects employee productivity and performance. Investigating HRD across cultural and industry-specific variances should be a key focus of future research. It may look at how, in the setting of a globalized market, the influence of HRD on organizational commitment differs between cultures or industries. This would provide more generalizability and assist in tailoring HRD practices for various organizational contexts

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