Examining the Influence of Human Resource Development Practices on Organizational Commitment of Small and Medium Scale Enterprises

F. N. K. Otoo

Purpose: Human resource development (HRD) practices are linked to greater corporate commitment. This paper aims to investigate how human resource development practices influence organizational commitment.

Design/Method/Approach: Data were collected from 65 SMEs of which 30 were small-sized enterprises while 35 were medium-sized enterprises. A standardized questionnaire was used. SEM was employed in testing the model and hypothesis.

Findings: The findings show that the levels of affective commitment were significantly influenced by HRD practices. A significant influence of HRD practices on the levels of continuance commitment was observed. A non-significant influence of HRD practices on the levels of normative commitment was reported.

Theoretical Implications: The study lends credence to the contention of enhancing organizational commitment and makes a case for additional research on the relationship between HRD practices and organizational commitment.

Practical Implications: The study will aid SMEs in developing workplace strategies, policies and practices that can immensely improve employee loyalty, fulfillment and satisfaction and inordinately enhance organizational sustainability, retention and productivity.

Originality/Value: This study extends the literature by demonstrating empirically that HRD practices influence organizational commitment.

Research Limitations/Future Research: The study was conducted in small and medium-scale enterprises, and the analysis was based on cross-sectional data that could not be applied to a wider variety of industries.

Paper Type: Empirical

Keywords: HRD Practices, Organizational Commitment, Manufacturing Sector, Service Sector, SMEs.

Reference to this paper should be made as follows:
Мета роботи: Практики розвитку людських ресурсів (РЛР) пов’язані з більшою корпоративною прихильністю. Ця робота має на меті дослідити, як практики розвитку людських ресурсів впливають на організаційну прихильність.

Дизайн / Метод / Підхід дослідження: Дані були зібрані від 65 МСП, з яких 30 були малими підприємствами, а 35 - середніми. Було використано стандартизовану анкету. Для перевірки моделі та гіпотези було застосовано SEM.

Результати дослідження: Результати показують, що на рівень афективної прихильності значною мірою впливають практики правозахисної діяльності. Спостерігається значний вплив практик правозахисної діяльності на рівень прихильності до продовження роботи. На рівні нормативної прихильності виявлено незначний вплив практик правозахисної діяльності.

Теоретична цінність дослідження: Дослідження підтверджує тезу про посилення організаційної прихильності та обґрунтовує необхідність проведення додаткових досліджень щодо взаємозв’язку між практиками розвитку людських ресурсів та організаційною прихильністю.

Практична цінність дослідження: Дослідження допоможе МСП у розробці стратегій, політики та практик на робочому місці, які можуть значно підвищити лояльність працівників, їх задоволеність роботою, а також значно підвищити організаційну стійкість, утримання та продуктивність.

Оригінальність / Цінність дослідження: Це дослідження розширює літературу, емпірично демонструючи, що практики розвитку людського потенціалу впливають на організаційну прихильність.

Обмеження дослідження / Майбутні дослідження: Дослідження проводилось в малому та середньому бізнесі, а аналіз базувався на перехресних даних, які не можуть бути застосовані до ширшого спектру галузей.

Тип статті: Емпіричний

Ключові слова: практики розвитку людських ресурсів, організаційні зобов’язання, виробничий сектор, сектор послуг, малі та середні підприємства.
1. Introduction

Human resource development has a significant impact on how employees behave within an organization (Kareem & Hussein, 2019; Otoo & Mishra, 2018). Human resource development practices are programs planned and implemented to enhance employee competencies to ensure functional efficiency and performance expectation (Nilsson & Elistrom, 2012; Li et al., 2019). Social exchange theories can be espoused to understand the association between human resource development practices and organizational commitment (Kim et al., 2015; Jawad et al., 2019). The social exchange theory emphasizes how interactions between people in reciprocal interdependent positions lead to the development of responsibilities (Saks, 2006).

Social exchange theory hypothesizes that the assessment of options and perceptions of benefit and cost influence how people interact with one another (Setton, Beneth & Liden, 2006). HRD practices are a crucial strategic tool that influences people's attitudes, knowledge and abilities which inordinately boost performance and productivity by encouraging positive behavior (Clardy, 2008; Kehoe & Wright, 2013). Small and medium-sized businesses hold a place of honor in almost every nation or state due to their substantial contributions to the expansion and diversification of diverse economies (Awoyinji, 2013; Otoo & Mishra, 2018).

The production landscape of Ghana is claimed to be characterized by SMEs, which are also said to account for about 95% of Ghana’s manufacturing jobs (Abor & Quarteys, 2010). According to Ackah, Kondegri, and Agboyi (2014), SMEs make up 92 percent of Ghana's businesses and contribute about 70% to the country's GDP. Human resource development has been examined in a variety of industries; however, there are comparatively few studies on HRD in the context of SMEs (Hill, 2004; Paio, Coetzter & Guenole, 2010; Otoo & Mishra, 2016). Relatively, very few studies have linked organizational commitment to HRD (Sun & Choi, 2014; Ishak, 2019).

Considering this gap, the study's objective was to investigate how HRD practices influence organizational commitment. The structure of the study is as follows. The conceptual framework, literature review and hypotheses are included in section two. The data structure and research settings are in section three. Section four presents the results obtained and discussion of findings. The implication for practice, limitation and directions for further research are discussed in the paper's conclusion.

2. Literature Review and Hypothesis Development

The association between human resource development practices and organizational commitment is supported by the social exchange theory which postulates that perceptions of organizational commitment have a significant impact on employees' attitudes and behavior (Kim et al., 2013). The social exchange theory emphasizes how interactions between people in reciprocal interdependent positions lead to the development of responsibilities (Saks, 2006). Croomanzano and Mitchell (2005) contend that positive helpful activities taken toward employees help to build high-quality exchange relationships that impose requirements on workers to respond favorably.

Human Resource Development Practices

HRD is a multifaceted construct whose attributes cannot be conceived in a single construct and whose conceptualization depends on the study's focus (Sing & Choi, 2014). According to McLagan (1989), HRD is the combined application of organizational development, training and development and career development to increase the effectiveness of individuals, groups and organizations. Werner and Desimone (2006) opine that HRD practices are initiatives created to be strategically oriented to organizational processes for managing the development of human resources in order to contribute to the overall performance of the organization.

Swanson and Holton (2009) accent that HRD practices are a strategic way to build a skilled workforce, have a competitive edge and impact employees’ behavior. Similarly, Cho and McLean (2009) posit that HRD interventions aim to keep highly dedicated and engaged workers for long-term employment and organizational success. This is consistent with the study by Kehoe and Wright (2013) that found that HRD practices are fundamental for competency acquisition, which significantly improves organizational performance.

They also parallel the findings by Scheel, Rigotti, and Mohr (2014) who contend that HRD practices improve the quality of human capital and create a sustainable competitive advantage.

Organizational Commitment

Organizational commitment is a subjective metric of employees' impressions of their affiliation with their companies' basic principles and their intention to stick with them (Agarwal & Satid, 2017). Abdurrahman (2015) opines that organizational commitment is a behavior that unites a person's identity with the organization and guarantees that the person's aims and those of the organization are congruent. Mangundjaya (2012) posits that employee performance outcomes, employee retention intentions and organizational effectiveness are influenced by organizational commitment. Organizational commitment is correlated with three sets of antecedent factors: structural determinants, individual characteristics and job and role traits (Schaufler & Salanova, 2007).

Three distinct attitudinal components of organizational commitment have been espoused in literature: normative, continuance and affective commitment which represent three psychological states of employees that determine their decisions to continue working for an organization (Alimi & Al-Duaim, 2017). Affective commitment encompasses people's attachment to their organizations and social relationships which emerges from one's involvement and the acknowledgement of its importance to its values (Wong & Wong, 2017). Continuance commitment comprises people's perceptions of the advantages of remaining in the organization and the costs of leaving it in relation to their social positions or roles (Chew & Chan, 2008).

Normative commitment focuses on internalizing values and norms as well as personal convictions resulting in a conviction that one must keep working for a company out of moral obligation (Meyer & Parfyonova, 2010). Meyer et al. (2002) contend that a person's overall commitment is represented by the net sum of these three psychological states. Affective commitment is enhanced by anything that increases personal competence, perceived autonomy and quality of work experiences (Jawwashdeh & Tamimi, 2019). Continuance commitment develops basing on an assessment of the costs and benefits associated with staying with the organization or leaving it; these perceived losses can be monetary, professional or social (Li et al., 2019).
Human Resource Development Practices and Organizational Commitment

Theories and concepts have been advanced in examining and building a synergy between HRD and organizational commitment (Bartlett, 2007; Jain & Premkumar, 2011; Sung & Choi, 2014). Sung and Choi (2011) posit that HRD is a process that improves employees' competence and dedication and is linked to better organizational commitment. Li et al. (2019) argue that HRD practices stimulate employee performance and commitment. Yap et al. (2010) contend that a positive HRD experience increases engagement and loyalty among employees. This is consistent with the findings by several authors who found that HRD practices comprising career progression and development, training and development, training diversity and professional education fosters employee commitment (Cho & McLean, 2009; Jain & Premkumar, 2011; Swanson & Holton, 2009).

They also parallel the findings by Nawaz and Pangil (2016) who accentuate that HRD has a significant influence on organizational commitment. Similarly, Ishag (2019) emphasize that HRD practices enhance employee commitment and productivity.

Human Resource Development Practices and Affective Commitment

Affective commitment describes a person's psychological and emotional ties with an organization (Meyer & Allen, 1997). Sung and Choi (2014) accent that HRD practices increase employee's affective commitment levels and that the support, investment and perceived value of HRD practices have a favorable impact on employee commitment. Chew and Chan (2008) argue that HRD practices including career development and training opportunities, challenging assignments, recognition and compensation are positively correlated with employees' affective commitment.

This is consistent with the findings by Benjamin and David (2012) who argue that investments in HRD and a supportive HRD environment positively influence affective commitment. The following hypothesis is put forth in light of the aforementioned contribution.

H3: HRD practices have a significant influence on the levels of affective commitment.

Human Resource Development Practices and Continuance Commitment

Continuance commitment is a person's connection to an organization due to unrelated interests instead of a general feeling of goodwill or affection (Dixit & Bhati, 2012). Beck and Wilson (2009) assert that anything that raises the costs of leaving the organization leads to the development of continuance commitment. Bhuian and Shahidulislam (1996) argue that an organization’s investment in staff development may strengthen workers’ commitment to stick with their current jobs by giving them a sense of better job security and overall job satisfaction. Similarly, several authors accentuate that the perceived value of HRD intervention is positively associated with continuance commitment of employees (Bartlett, 2001; Bartlett & Kang, 2004; Benjamin & David, 2012).

They parallel the findings by Benjamin and David (2012) who emphasize that investments in HRD and a supportive HRD environment positively influence continuance commitment. The following hypothesis is put forth considering the aforementioned contribution.

H4: HRD practices have a significant influence on the levels of continuance commitment.

Human Resource Development Practices and Normative Commitment

Meyer and Parfyonova (2010) posit that normative commitment is characterized by an emphasis on individual pre-dispositions, solid social ties, and obligations. Allen and Meyer (1990) argue that when employees believe they receive more benefits from their organization than expected, a sense of commitment to stay with the organization develops. Smeenk et al. (2006) assert that HRD interventions comprising career mobility, training and development and compensation positively impact normative commitment. This is consistent with the findings by Paul and Anantharaman (2004) who argue that selection process in organizations, career development practices and training and development practices are correlated favorably with normative commitment.

This also parallels the findings by Uraon (2018) that indicates that employees' normative commitment is increased when their developmental needs are met. The aforementioned contribution has led to the following hypothesis being put forth.

H5: HRD practices have a significant influence on the levels of normative commitment.

The conceptual framework is depicted in Fig. 1.

Figure 1: Conceptual framework of research

Source: developed by author

3. Methods

3.1. Research Setting and Data Structure

An empirical investigation of SMEs in Ghana’s manufacturing and trade sectors was conducted. Small and medium-sized businesses hold a place of honor in almost every nation or state due to their substantial contributions to the expansion and diversification of diverse economies (Awoniyi, 2010; Otoo & Mishra, 2018). The National Board for Small Scale Industries Directory (2022) served as the primary source of information for SMEs. Data were collected from 65 SMEs of which 30 were small-sized enterprises while 35 were medium-sized enterprises. A standardized questionnaire and a cross-sectional study design were used (Churchill & Brown, 2004). A cross-sectional study gathers information to create a hypothesis about a population of interest at a specific moment (Malhotra, Nunan & Birks, 2017).

The study sample was 970 respondents. Stratified sampling was employed to choose SMEs (Fraenkel & Wallen, 2006). Ary, Jacobs, and Razavieh (2002) opined that stratified sampling ensures that specific groups are represented in the population while enabling researchers to compare differences between a number of demographic subcategories. Employees were chosen as the study's main informants (Otoo, 2019). A response rate of 69.1% was achieved with 670 respondents providing all necessary information. 53.8% of SMEs were medium-sized enterprises while 46.2% were small-sized enterprises. The severity of the common method bias was analyzed. Anonymity protection for respondents was ensured throughout the process which decreased evaluation anxiety (Conway & Lance, 2010).

3.2. Measures

An 11-item Likert scale of 1 to 5, with 5 representing “strongly agree,” all measures were scored.

HRD Practices: Perceived investment in employee development (PIED) scale developed by Lee and Bruvold (2003) was used in measuring HRD practices. Sample items include...
“provision of career advancement training”, “provision of personal development plan”, “systematic program to evaluate employees’ skills and interests”, “career-management program for the employees is supported”, “employees are provided with career counselling and planning assistance”, “employee training is supported”, “employees receive training in the skills needed for advancing their careers”. The scale has the reliability of .94.

Table 3: Profile of Respondents

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency (s)</th>
<th>Percentage of totals (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>375</td>
<td>56.0</td>
</tr>
<tr>
<td>Female</td>
<td>295</td>
<td>44.0</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-25</td>
<td>130</td>
<td>19.4</td>
</tr>
<tr>
<td>26-35</td>
<td>339</td>
<td>50.6</td>
</tr>
<tr>
<td>36-45</td>
<td>110</td>
<td>16.4</td>
</tr>
<tr>
<td>46-55</td>
<td>61</td>
<td>9.1</td>
</tr>
<tr>
<td>56-65</td>
<td>30</td>
<td>4.5</td>
</tr>
<tr>
<td><strong>Size of Firm</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small (9-15 employees)</td>
<td>30</td>
<td>46.2</td>
</tr>
<tr>
<td>Medium (20-99 employees)</td>
<td>35</td>
<td>53.8</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior High</td>
<td>213</td>
<td>31.8</td>
</tr>
<tr>
<td>Diploma</td>
<td>136</td>
<td>20.3</td>
</tr>
<tr>
<td>HND</td>
<td>137</td>
<td>20.4</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>154</td>
<td>23.0</td>
</tr>
<tr>
<td>Master's degree</td>
<td>30</td>
<td>4.5</td>
</tr>
</tbody>
</table>

Source: Research results, 2022

Organizational Commitment: Affective commitment (Allen & Meyer, 1996), continuance commitment (Meyer & Herscovitch, 2001) and normative commitment (Meyer et al., 1993) were employed in organizational commitment. Sample items include “I genuinely believe that I am responsible for the organization’s issues”, “I have a strong sense of personal connection to the organization”, “I would be more than pleased to continue working for this company in the future”, “If I made the decision to leave my organization right now, it would cause too much disruption to my life.”, “Having to make a significant personal cost to leave this company is one of the main reasons I still work here”, “Even if I wanted to, it would be very difficult for me to leave my company at this time”, “I think it’s important to stick with one company”, “When employees spend the majority of their careers at one company, things are better”, “The majority of employees switch jobs too frequently”, “I consider it still rational to aspire to be a company man or woman”. The scale has the reliability of .88.

4. Analytic Approach

or the validity and reliability of measures CFA was applied. Structural equation modeling (SEM) was employed in testing the model and hypothesis (Russell, 2002). Investigations were conducted into the connections between the sub-dimensions and the observed indicators as well as their latent constructs (Otoo et al., 2022).

5. Results

Two-factor CFA model with good model fit ($\chi^2$/df = 2.78, RMSEA = .052, SRMR = .043, TLI = .981, CFI = .986) represents HRD practices, affective commitment, continuance commitment and normative commitment (Beck & Wilson, 2000; Hooper, Coughlan & Mullen, 2008). The coefficient estimates range from .79 to .94 (Steiger, 1990; Dekovic, Janssens & Gerris, 1991). The range of standard estimates is .70 to .89 (Beauducel & Wittmann, 2005; MacKinnon, Fairchild & Fritz, 2007). The estimates for AVE range from .64 to .71, while the estimates for CR range from .90 to .93 (MacKinnon et al., 2002; Lei & Lomax, 2005). Discriminant validity is established (McQuitty, 2004; Schreiber et al., 2006).

Tab. 2 presents descriptive statistics and intercorrelations between variables. For model test results, see Tab. 3. The results of CFA are shown in Tab. 4 while the discriminant validity test is shown in Tab. 5. The results of the hypothesis tests are shown in Tab. 6. Hypothesis 1 reports a significant influence of HRD practices on the levels of affective commitment (.671, p < .05), thereby confirming hypothesis 1. A significant influence of HRD practices on the levels of continuance commitment (.476, p < .05) is reported, thereby confirming hypothesis 2. A non-significant influence of HRD practices on the levels of normative commitment (-.097, p > .05) is reported. Therefore, hypothesis 3 is not supported.

6. Discussion

his study provides significant empirical findings in understanding the association between HRD practices and organizational commitment. The study’s findings demonstrate a significant influence of HRD practices on the level of affective commitment. Affective commitment exerts greater positive effect on preferable work behavior in respect of citizenship behaviour, performance and attendance (Allen & Meyer, 1990). HRD practices have a significant influence on the levels of continuance commitment. Continuance commitment develops basing on an assessment of the costs and benefits associated with staying with the organization or leaving it; these perceived losses can be monetary, professional or social (Li et al., 2019). The findings also indicate that HRD practices have an insignificant influence on the levels of normative commitment.

HRD practices are a crucial strategic tool that influences people’s knowledge, abilities, and attitudes which inordinately boost productivity and performance by encouraging positive behavior (Clardy, 2008; Keoh & Wright, 2019). This is consistent with the findings by Nilsson and Ellstrom (2012) and Li et al. (2019) who contend that HRD practices enhance employee competencies to ensure functional efficiency and performance expectation. They also parallel the contention by Yap et al. (2010) who argue that a positive HRD experience increases engagement and loyalty among employees. These studies contribute to the extant literature is discussed below.

Theoretical implications

The study lends credence to the contention of improving organizational commitment and a call for more research on the association of HRD practices and organizational commitment. The ambiguity in the literature of HRD practices and organizational commitment is elucidated by the study findings (Unuin, 2018; Zuleska & de Meneses, 2007). The study indicates a significant influence of HRD practices on the levels of affective commitment. The results support earlier research that showed that HRD practices increase employee’s affective commitment levels and that the support, investment and perceived value of HRD practices have a favorable impact on employee commitment (Sung & Choi, 2014).

They also parallel previous research which showed that investments in HRD and a supportive HRD environment positively influence affective commitment (Benjamin & David, 2012). The findings validate the supposition of researchers (Kadiresan et al., 2019). The study also indicates that HRD practices have a significant influence on the levels of continuance commitment. The results support earlier research that demonstrated that perceived value of HRD intervention is positively associated with continuance commitment of employees (Bartlett, 2001; Bartlett & Kang, 2004; Benjamin & David, 2012).

They also parallel previous research which showed that an organization’s investment in staff development may give workers a sense of improved job security and overall job satisfaction which may increase their degree of commitment to stick with their current jobs (Bhuian & Shahidulislam, 1996). The findings validate the supposition of researchers (Agarwal & Sojid, 2017; Scheel et al., 2014).
ISSN 2519-8564 (print), ISSN 2523-451X (online). European Journal of Management Issues. 2022. Vol. 30(4)

Table 2: Descriptive statistics, Correlations, and Scale reliabilities

<table>
<thead>
<tr>
<th>Items</th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. HRD Practices</td>
<td>15.21</td>
<td>7.34</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Affective commitment</td>
<td>11.16</td>
<td>6.17</td>
<td>.186**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Continuance commitment</td>
<td>10.94</td>
<td>5.54</td>
<td>.246*</td>
<td>.427**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>4. Normative commitment</td>
<td>9.86</td>
<td>3.86</td>
<td>.515**</td>
<td>.545*</td>
<td>.496**</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: *Correlation is significant at the .05 level (2-tailed). **Correlation is significant at the .01 level (2-tailed).

Source: Research results, 2022

Table 3: Results of the Measurement and Structural Model Test

<table>
<thead>
<tr>
<th>Model</th>
<th>x2</th>
<th>Df</th>
<th>x2/df</th>
<th>P</th>
<th>RMSEA</th>
<th>SRMR</th>
<th>TLI</th>
<th>CFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD Practices</td>
<td>225,680</td>
<td>64</td>
<td>3.52</td>
<td>.000</td>
<td>.056</td>
<td>.054</td>
<td>.929</td>
<td>.936</td>
</tr>
<tr>
<td>Affective Commitment</td>
<td>221,717</td>
<td>66</td>
<td>3.36</td>
<td>.000</td>
<td>.057</td>
<td>.056</td>
<td>.928</td>
<td>.926</td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td>220,587</td>
<td>66</td>
<td>3.34</td>
<td>.000</td>
<td>.058</td>
<td>.057</td>
<td>.919</td>
<td>.931</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>219,908</td>
<td>66</td>
<td>3.33</td>
<td>.000</td>
<td>.056</td>
<td>.057</td>
<td>.932</td>
<td>.935</td>
</tr>
<tr>
<td>Overall model</td>
<td>214,791</td>
<td>62</td>
<td>3.46</td>
<td>.000</td>
<td>.057</td>
<td>.057</td>
<td>.971</td>
<td>.976</td>
</tr>
<tr>
<td>Structural model</td>
<td>133,458</td>
<td>48</td>
<td>2.78</td>
<td>.000</td>
<td>.052</td>
<td>.043</td>
<td>.981</td>
<td>.986</td>
</tr>
</tbody>
</table>

Note: RMSEA=Root mean square of approximation; SRMR=Standardized Root Mean Residual; TLI=Tucker-liewis Index; CFI=Comparative fit index; *p < .05

Source: Research results, 2022

Table 4: Confirmatory Factor Analysis

<table>
<thead>
<tr>
<th>Factor</th>
<th>Items</th>
<th>(λ)</th>
<th>AVE</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD Practices (α = .94)</td>
<td>Provision of career advancement training</td>
<td>.885</td>
<td>.66</td>
<td>.93</td>
</tr>
<tr>
<td></td>
<td>Provision of personal development plan</td>
<td>.857</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee training is supported</td>
<td>.778</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Career-management program for the employees is supported</td>
<td>.768</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Systematic program to evaluate employees’ skills and interests</td>
<td>.779</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees receive training in the skills needed for advancing their careers</td>
<td>.838</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees are provided with career counselling and planning assistance</td>
<td>.783</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I like talking positively about the organization to outsiders</td>
<td>.855</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I genuinely believe that I am responsible for the organization’s issues</td>
<td>.826</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I might easily grow attached to another organization the same way I have to this one</td>
<td>.832</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I have a strong sense of personal connection to the organization</td>
<td>.871</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I would be more than pleased to continue working for this company in the future</td>
<td>.826</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affective commitment (α = .86)</td>
<td>If I made the decision to leave my organization right now, it would cause too much disruption to my life</td>
<td>.758</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I could leave my company right now without incurring too much expense</td>
<td>.765</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Having to make a significant personal cost to leave this company is one of the main reasons I still work here</td>
<td>.856</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The fact that another company might not provide me with the same overall perks as this one is one of the main reasons I still work here</td>
<td>.794</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Even If I wanted to, it would be very difficult for me to leave my company at this time</td>
<td>.816</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>If I was offered a job elsewhere, I wouldn’t want to leave this company</td>
<td>.804</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuance commitment (α = .83)</td>
<td>I think it’s important to stick with one company</td>
<td>.794</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>When employees spend the majority of their careers at one company, things are better</td>
<td>.816</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I consider it still rational to aspire to be a “company man or woman”</td>
<td>.862</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The majority of employees switch jobs too frequently</td>
<td>.785</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: AVE represents average variance extracted; CR represents composite reliability. All Factor loadings are significant at p < .05

Source: Research results, 2022
HRD practices enhance the competence and commitment of employees and are associated with greater organizational commitment (Sung & Choi, 2011). Jain and Premkumar (2011) contend that HRD practices are linked to greater corporate commitment. The findings show a significant influence of HRD practices on the levels of affective commitment. Wong and Wong (2017) stress a positively significant association between desired outcome and affective commitment. Meyer and Allen (1991) accentuate that organizations aiming at fostering effective commitment must demonstrate their devotion to their staff by creating supportive working environments. Therefore, SMEs will have a significant interest in (re)examining affective commitment practices where employees genuinely believe they are responsible for the organization’s issues as well speak positively about the organization to outsiders (Kadiresan et al., 2015). SMEs will have to (re)evaluate affective commitment practices where employees have a strong sense of personal connection to the organization as well as being pleased to continue working for the organization in the future (Wong & Wong, 2017). The findings also show a significant influence of HRD practices on the levels of continuous commitment. It is essential for SMEs to (re)think continuous commitment practices where employees believe that it will cause too much disruption to their life when they decide to leave the organization as well as where employees believe they have to make a significant personal cost to leave the organization (Bartlett, 2001; Harrison Newman & Roth, 2006). A continuance commitment practice will have to be (re)considered in SMEs where employees believe that the benefits, they currently receive from their organization, may not be comparable with working for another one (Rawashdeh & Tamimi, 2019). The study emphasizes the requirement for developing a mechanism to improve organizational commitment.

Mangundjaya (2012) posits that employee performance outcomes, employee retention intentions and organizational effectiveness are influenced by organizational commitment. Similarly, Fuller et al. (2003) contend that employees will remain loyal when they are valued and respected. Nawaz and Pangil (2016) contend that HRD has a significant influence on organizational commitment. Similarly, Ishaq (2019) emphasize that HRD practices enhance employee commitment and productivity. Therefore, SMEs should promote the improvement of organizational commitment since employee commitment levels are typically high in firms that prioritize the needs of actualization, well-being and employee growth (Dessler, 1999).

Small and medium-sized enterprises should develop workplace strategies, policies and practices that can immensely improve employee loyalty, fulfillment and satisfaction and inordinately enhance organizational sustainability, retention and productivity.

Table 5: Discriminant Validity

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. HRD Practices</td>
<td>(.799)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Affective commitment</td>
<td>.166</td>
<td>(.809)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Continuance commitment</td>
<td>.031</td>
<td>.417</td>
<td>(.776)</td>
<td></td>
</tr>
<tr>
<td>4. Normative commitment</td>
<td>.204</td>
<td>.294</td>
<td>.453</td>
<td>(.786)</td>
</tr>
</tbody>
</table>

Notes: Values in diagonal represent the squared root estimate of Average variance extracted (AVE)

Source: Research results, 2022

Table 6: Inferences drawn on Hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Beta coefficient</th>
<th>p value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H0: HRD practices have a significant influence on the levels of affective commitment.</td>
<td>.671</td>
<td>.001</td>
<td>Accepted</td>
</tr>
<tr>
<td>H1: HRD practices have a significant influence on the levels of continuance commitment.</td>
<td>.476</td>
<td>.026</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2: HRD practices have a significant influence on the levels of normative commitment.</td>
<td>-.097</td>
<td>.124</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Source: Research results, 2022

Practical Implication

HRD practices enhance the competence and commitment of employees and are associated with greater organizational commitment (Sung & Choi, 2011). Jain and Premkumar (2011) contend that HRD practices are linked to greater corporate commitment. The findings show a significant influence of HRD practices on the levels of affective commitment. Wong and Wong (2017) stress a positively significant association between desired outcome and affective commitment. Meyer and Allen (1991) accentuate that organizations aiming at fostering effective commitment must demonstrate their devotion to their staff by creating supportive working environments. Therefore, SMEs will have a significant interest in (re)examining affective commitment practices where employees genuinely believe they are responsible for the organization’s issues as well speak positively about the organization to outsiders (Kadiresan et al., 2015). SMEs will have to (re)evaluate affective commitment practices where employees have a strong sense of personal connection to the organization as well as being pleased to continue working for the organization in the future (Wong & Wong, 2017). The findings also show a significant influence of HRD practices on the levels of continuous commitment. It is essential for SMEs to (re)think continuous commitment practices where employees believe that it will cause too much disruption to their life when they decide to leave the organization as well as where employees believe they have to make a significant personal cost to leave the organization (Bartlett, 2001; Harrison Newman & Roth, 2006). A continuance commitment practice will have to be (re)considered in SMEs where employees believe that the benefits, they currently receive from their organization, may not be comparable with working for another one (Rawashdeh & Tamimi, 2019). The study emphasizes the requirement for developing a mechanism to improve organizational commitment.

Mangundjaya (2012) posits that employee performance outcomes, employee retention intentions and organizational effectiveness are influenced by organizational commitment. Similarly, Fuller et al. (2003) contend that employees will remain loyal when they are valued and respected. Nawaz and Pangil (2016) contend that HRD has a significant influence on organizational commitment. Similarly, Ishaq (2019) emphasize that HRD practices enhance employee commitment and productivity. Therefore, SMEs should promote the improvement of organizational commitment since employee commitment levels are typically high in firms that prioritize the needs of actualization, well-being and employee growth (Dessler, 1999).

Small and medium-sized enterprises should develop workplace strategies, policies and practices that can immensely improve employee loyalty, fulfillment and satisfaction and inordinately enhance organizational sustainability, retention and productivity.

7. Limitations and Suggestions for Future Study

Although the study may have made significant theoretical and practical contributions, its potential shortcomings should be taken into account when analyzing the findings. Firstly, because the research is cross-sectional, it is impossible to totally rule out the potential that the findings could be the consequence of a causal connection or reverse causality (Malhotra, Nunan & Birks, 2017). Future longitudinal research is required to achieve these objectives (Creswell & Creswell, 2017). Additionally, the study solely takes into account employees’ arbitrary viewpoints. Future research should promote the use of objective measures (Guba & Lincoln, 1986; Grix, 2004). By using objective measurements, the likelihood of common method bias is reduced (Korsgaard & Roberson, 1995).

The study’s generalizability is still another drawback. Because they were obtained from a sample of SMEs operating in a particular environment, the study’s findings cannot be applied generally. By conceptually and empirically describing how HRD practices affect organizational commitment, the current study significantly extends the literature on HRD. The mediating mechanism that investigates and explains how HRD activities affect organizational commitment was not analyzed. Future studies are recommended to look at a potential mediating mechanism.

8. Funding

his study received no specific financial support.

9. Competing interests

he author declares that he has no competing interests.

References


