

Employee Benefits from Training and Organisational Commitment - A Review



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Geethu Anna Mathew
Siby Zacharias

Mahatma Gandhi University, Kerala
(annamathew123@gmail.com)
(sibyzac@gmail.com)

Organizational commitment has clearly emerged as the most recognized and researched construct of the employee's attachment or loyalty to the organization. Training makes a very important contribution to the development of the organizations human resources. The objective of this study is to investigate the relationship between employee benefits from training and organizational commitment. To meet this purpose, extensive literature review was done to find the relationship between training benefits and organizational commitment. The variables identified in the study are Employee benefits from training (personal, career, job-related benefits) and Organisational commitment (affective commitment, normative commitment, continuance commitment).

Keywords: Organizational Commitment, Training Benefits, Career Development

1. Introduction

Employee training has become increasingly important for hotels to improve service quality, decrease labor costs, increase productivity and profitability, and effectively manage workforce diversity (Kim, 2006). The knowledge and skills of an organization's workforce have become increasingly important to its performance, competitiveness, and innovation (Lawler, Mohrman, & Ledford, 1998; Martocchio & Baldwin, 1997). Training can be viewed as a management practice that can be controlled or managed to elicit a desired set of unwritten, reciprocal attitudes and behaviors, including job involvement, motivation, and organizational commitment (Sparrow 1998). Trained employees are more likely to take pride in organizational achievements; believe in the goals; committed to their organizations and values of the organization and, therefore, exhibit higher levels of performance. Organizational commitment is the employee's acceptance, involvement and dedication towards achieving organizational goals. Organizational commitment is commonly conceptualized as a multidimensional construct consisting of three components (e.g., Allen & Meyer, 1996; Chen & Francesco, 2003; Johnson & Chang, 2006). An employee with high level of organizational commitment is an asset for the organization because reduced labour turnover and increased performance can be ensured from them. Highly trained, satisfied and committed employees in the hotel industry, delivering high service quality levels to the tourists, is of paramount importance, whereby the employees are often seen as an integral part of the service experience (Kyriakidou et. al.; 2010; Chand, 2010; Vinten, 2000). Moreover, training has a positive effect on productivity and makes it important for firms to invest in training (Jennifer, et. al.; 2013). This study explores a different way to assess the outcome of training in organizations, that is, by examining the relationship between employee benefits from training and organizational commitment based on the literature reviews done.

2. Significance of the Study

Emphasizing and implementing dominant training and development programs are becoming more critical in order to accomplish organizational objectives and goals. An organisation to survive in this competitive world must have a committed work force. Organisational commitment of employees can be enhanced through different ways. Training can be viewed as a management practice that can be controlled or managed to elicit a desired set of unwritten, reciprocal attitudes and behaviors, including job involvement, motivation, and organizational commitment. The significance of the study was to develop a conceptual framework on the relationship between employee benefits from training and organizational commitment. The purpose of the study was accomplished through the review of previous studies in the particular area.

3. Methodology of the Study

The present study is conceptual in nature. Data has been collected from various sources including books, research papers, newspapers, magazines and websites for the purpose of study.

4. Summary of Theoretical Framework

Organizational Commitment

Organizational commitment refers to the strength of attachment of a person to his or her organization (Arnold, 1998). (Meyer and Allen, 1997) suggested that a 'committed employee is one who will stay with the organization through thick and thin,

attends work regularly, puts in a full day, protects company assets, and who shares company goals. Organizational commitment is a concept that is increasingly being considered an important variable in explaining work-related behavior because of its assumed impact on performance (Benkhoff, 1997). Organizational commitment is recognized as one of the major determinants of organizational effectiveness (Steers, 1975). (Meyer and Allen, 1997) suggest that it is not financial rewards that develop organizational commitment; rather, employee commitment to the organization is based on the opportunity the organization offers its employees to conduct important and challenging work, the interaction with interesting people, and the environment that facilitates developing and building new skills.

Employee Benefits from Training

Noe and Wilk (1993) grouped employee training benefits into three categories: personal benefits, career benefits and job-related benefits. Personal benefits represent the extent to which employees believe that participation in training activities help them network, improve their job performance and make progress towards their personal development. Career benefits result from participation in training activities that lead to identifying career objectives, reaching career objectives and creating opportunity to pursue new career paths. Job-related benefits lead to better relationships between peers and managers, and provide a necessary break from the job (Noe & Wilk, 1993).

5. Literature Review

Phillips (1997) investigated from his study that organizational commitment is one of the benefits of employee training.

Kenneth R. Bartlett (2001) studied the relationship between employee attitudes toward training and feelings of organizational commitment among a sample of 337 registered nurses from five hospitals. The study revealed that perceived access to training, social support for training, motivation to learn, and perceived benefits of training are positively related to organizational commitment.

Kamarul Zaman Ahmad & Raida Abu Bakar (2003) conducted a study on the relationship between training and organisational commitment. The major findings of this study suggested that individual perception on training plays an important role in affecting organizational commitment. It was found that availability of training, support for training, and motivation to learn were significantly and positively associated with affective, normative, and overall organizational commitment but not continuance commitment. On the other hand, training environment and benefits of training seemed to correlate with all three types of commitment as well as overall commitment.

Kenneth Bartlett & DaeSeok Kang (2004) examined the relationship between employee attitudes related to training and organizational commitment among a sample of nurses in New Zealand and the United States. Results show that perceived access to training, supervisory support for training, motivation to learn from training and perceived benefits of training were positively related to the affective and normative components of organizational commitment.

Mohammed Azad & Michael J (2007) examined the relationship between the beliefs of senior staff Qatari national employees regarding training benefits as measured by the benefits of employee training, and employees' organizational commitment. The key finding of their study was there is a positive relationship between employees' beliefs regarding training benefits and employees' organizational commitment. Additionally, the findings revealed that personal benefits of employee training and age are significantly related to affective and normative commitment, and career benefits of employee training and years of service are significantly related to continuance commitment.

Phyllis Tharenou & Alan M. Saks (2007) conducted a study on training and organizational-level outcomes. The study identified that training is related independently to organizational outcomes in support of the universalistic perspective of strategic human resource management rather than a configurationally perspective.

Cagri Bulut & Osman Culha (2010) study investigated the impact of organizational training on employee commitment focusing on employees emotional and affective responses towards their organization. The results revealed that all dimensions of training positively affected employee commitment. Also organizational training should be considered as an antecedent to enhance employee's commitment to their organization in order to use organizational training as a motivator of organizational commitment.

Alexander Newman & Rani Thanacoody (2011) investigated the impact of employee perceptions of training on organizational commitment, and its relationship with turnover intentions. The findings differ from that of previous studies in non-Chinese settings. No evidence was found to indicate that motivation to learn and the perceived benefits of training impact on the organizational commitment of employees. This may be explained by three factors: the involuntary nature of employee training, the limited career development opportunities on offer to local employees of multinational enterprises and the difficulty employees face in applying learnt skills given cultural differences.

K. Francis Sudhakar & M. Kameshwara Rao (2011) evaluated the perception of employees on their training and development programme. The findings of this study show that there are various possibilities to increase the effectiveness of the training programme. Organization should identify the needs of the employee and encourage them to participate in training and development programme.

Huadong Yang & Karin Sanders (2012) analysed the connections between employee's perceptions of training, in terms of perceived training related benefits, perceived supervisor support for training, and perceived access to training and their three types of organizational commitment continuance, affective, and normative. The results showed that employee's perceptions of training were related to their commitment to the organization.

Amir Riaz & Rana Nadir Idrees (2013) studied about the relationship between Employees belief about training benefits including personal, job and career related benefits and their impact on organizational commitment in banking sector of Pakistan. The results include that there is significant positive relationship between employee perception of training benefits and organizational commitment. Furthermore, results revealed that the employees who are having positive attitude towards training as they perceive that they will get different benefits from training and who expect that they will get benefits by participating in training programs, they are likely to be more committed with their employers than those who perceive training a leisure activity.

Shah Rollah & Altaf Hussain (2014) studied the employee perception regarding training and development programs in the health sector of Pakistan. It has been observed that employees neither motivated nor they perceive training very important in the current situations as they see no benefits other than just a formality in the routine job.

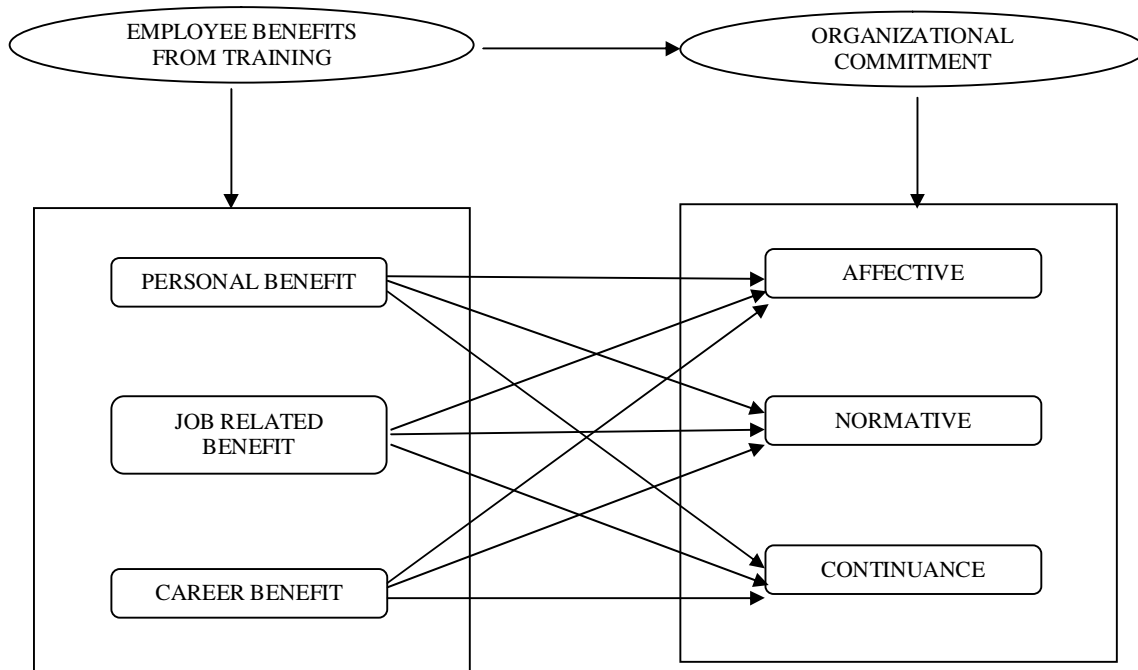
6. Variables Identified

Title of the Paper	Author	Journal	Variables Identified
Relationship between employees' beliefs regarding training benefits and employees' organizational commitment in a petroleum company in the State of Qatar	Mohammed Asad Shareef Al-Emadi & Michael J. Marquardt (2007)	International Journal of Training and Development Vol: 11:1	<ul style="list-style-type: none"> • Personal benefits • Career benefits • Job-related benefits • Affective commitment • Continuance commitment • Normative commitment
The association between training and organizational commitment among white-collar workers in Malaysia	Kamarul Zaman Ahmad & Raida Abu Bakar (2003)	International Journal of Training and Development Vol: 7:3	<ul style="list-style-type: none"> • Availability of training • Support for training • Motivation to learn • Training environment • Perceived benefits of training • Affective commitment • Normative commitment • Continuance commitment
The Relationship Between Training and Organizational Commitment: A Study in the Health Care Field	Kenneth R. Bartlett (2001)	Human Resource Development Quarterly vol. 12, no. 4	<ul style="list-style-type: none"> • Perceived access to training • Perceived support for training • Training Motivation • Perceived benefits of training • Job satisfaction • Job involvement • Affective commitment
Training and organizational commitment among nurses following industry and organizational change in New Zealand and the United States	Kenneth Bartlett & DaeSeok Kang (2004)	Human Resource Development International Vol7:4 pp. 423-440	<ul style="list-style-type: none"> • perceived access to training • training frequency • motivation to learn • benefits of training • supervisory support for training • Organizational Commitment
Employees' Belief Regarding Training Benefits and Organizational Commitment: A Case in Banking Sector of Pakistan	Amir Riaz & Rana Nadir Idrees (2013)	Middle-East Journal of Scientific Research 16 (3): 310-318	<ul style="list-style-type: none"> • Personal training Benefits • Career Related training Benefits • Job Related training Benefits • Organizational Commitment
The impact of employee perceptions of training on organizational commitment and turnover intentions: a study of multinationals in the Chinese service sector	Alexander Newman & Rani Thanacoody (2011)	The International Journal of Human Resource Management, Vol. 22, No. 8, 1765-1787	<ul style="list-style-type: none"> • Perceived availability of training • Motivation to learn • Perceived supervisor support for training • Perceived co-worker

			<ul style="list-style-type: none"> support for training • Perceived benefits of training • Turnover intentions •
The effects of organizational training on organizational commitment	CagriBulut& Osman Culha (2010)	International Journal of Training and Development Vol: 14:41	<ul style="list-style-type: none"> • Motivation for training • Access to training • Benefits from training • Support for training • Affective Organizational Commitment

Literature reviews of employee training and organizational commitment suggests that there is a relationship between employee training and organizational commitment. A conceptual framework of employee benefits from training and organisational commitment is developed.

7. Conceptual Framework



Source Literature Review by the Author

Employee benefits from training refer to employees’ perceptions of positive results they can obtain by participating in training and development activities (Yang Huadong 2012)

Personal training benefits explain as the extent to which employees think that by attending and participating in training activities their job performance will improve, it help then in networking and facilitate them in personal development (Noe, R.A. and S.L. Wilk, 1993)

Career-related benefits include leading to determine and attaining career objectives and creating opportunities to identify and select new career options (Noe, R.A. and S.L. Wilk, 1993)

Job-related benefits are those benefits that provide necessary skills and abilities required to perform job and leads towards better relationship with peers and with managers (Noe, R.A. and S.L. Wilk, 1993)

Organizational commitment refers to the relative emotional strength of employees’ identification with and involvement in a particular organization (Porter, Steers, Mowday and Boulian, 1974)

Affective commitment refers to employees’ emotional attachment to, identification with and involvement in the organization (Allen and Meyer 1991)

Normative commitment refers to employees’ feelings of obligation to their superiors, peers, subordinates and other third parties to remain within the organization (Allen and Meyer 1991)

Continuance commitment is a form of psychological attachment to an employing organization that reflects the employees’ perception of the loss he/she would suffer if they were to leave the organization (Allen and Meyer 1991)

8. Findings from the Literature

The present study is a conceptual framework of employee benefits from training and organisational commitment. Based on the previous research studies the researcher proposes a relationship model for benefits from training and commitment of employees in an organisation. Variables identified from the literature review forms part of the conceptual model. Several studies investigated the relationship between benefits of training and organisational commitment. The results differed based on the industry, the employee profile, their demographic features etc. According to the study by Mohammed Azad & Michael J (2007) demographic factors along with career benefits and personal benefits from training are related to affective, normative and continuance commitment. According to Kamarul Zaman Ahmad & Raida Abu Bakar (2003) benefits of training were the second most important predictor of affective and normative commitment, the most important training factors in determining overall organizational commitment were support for training followed by the benefits of training. Kenneth R. Bartlett (2001) suggests that employees who expect benefits from their participation in training are likely to be more committed should encourage a more strategic approach to linking outcomes of training to both individual and organizational benefits. Amir Riaz & Rana Nadir Idrees (2013) found that all three types of training benefits (personal, career-related and job-related) have positive and direct effect on employees' organizational commitment in banking sector of Pakistan. The underlying theme is that employees who receive training might think that the organization values them as individuals and therefore develop a stronger commitment with the organization. Study done by Huadong Yang & Karin Sanders (2012) highlighted the association between perceived training-related benefits and continuance commitment and also pointed out that out that different types of perceptions of training have distinct connections with employee work-related attitudes.

9. Conclusion

The purpose of this study is to investigate the relationship between employee benefits from training and dimensions of organizational commitment based on the existing studies in the specific area. Employees are the asset of every successful organization. Training is one of the most important investments of an organization because it enhances the knowledge, skills, attitudes and behaviour of employees. Thus training within organizations creates various work related attitudes among employees. One of the most important work related attitude among them is organizational commitment. An employee with high level of organizational commitment is an asset for the organization because reduced labour turnover and increased performance can be ensured from them. This particular study suggests a conceptual framework for the relationship between employee benefits from training and organizational commitment.

10. Scope for Future Research

The present study is a conceptual framework for the relationship between employee benefits from training and organizational commitment. Every organizations differ in its activities and employee policies, hence the relationship is different for different types of organizations. The conceptual framework should be empirically tested to validate the relationship and to analyze which variable is more significant. Other work related attitudes like job satisfaction; job involvement etc. can also be included in the framework for future study.

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