

## Organizational Career Development and Organizational Commitment

### INTRODUCTION

The management of every company and organization usually faces the challenging task of implementing successful human resources policies. It occurs because organizations recognize the important roles their employees play in organizational performance (Beck & Wilson 2000). Human resource strategies, such as employee empowerment, team empowerment, participative management and strategic planning, and their impact on employee commitment, employee satisfaction and the overall performance of the organization have been studied and documented by numerous researchers (Bambacas & Bordia 2009). There is, however, a gap in the human resource literature concerning career development strategies adopted by organizations and their impact on the employees. This research aims at studying the effect of organizational career development (in the form of training provided by the organization) on the employees' level of commitment. The study will be based on Meyer and Allen's (1997) model of commitment. According to the model, there are three types of commitment, namely, the affective, the normative and the continuance commitment. The study will be focused on the hotel industry.

### OBJECTIVES

The main objectives of the study are:

- Studying the effect of training on the employees' level of affective commitment;
- Studying the effect of training on the employees' level of normative commitment;
- Studying the effect of training on the employees' level of continuance commitment.

## RESEARCH DESIGN

The study is going to be designed as a survey that will be used to investigate the behaviour of the employees in the hotel industry by selecting the samples of different hotels within a certain region. This design will help the researcher to describe and explain how different training opportunities provided by the hotels affect employees' level of affective, normative and continuance commitment (Zikmund 2003).

## SAMPLING TECHNIQUES

The participants of the study will be the employees who have worked in their organizations for at least twenty-four months. Once this criterion is met, random sampling will be used to select the sample elements from the hotels where the participants of the study work. Inviting people from different hotels is essential because different hotels utilize different employee training strategies. The random sampling technique will help to generalize the results for the population to consider (Leedy & Ormrod 2005).

## DATA COLLECTION, MEASURES, AND ANALYSIS

The data will be collected using a self-report survey questionnaire. The questionnaires will be mailed to the participants together with self-addressed and stamped envelopes and letters assuring the participants that anonymity and confidentiality are maintained. The target group is expected to respond to the questions and mail the questionnaire back to the researcher. Two reminders will be sent to the participants in order to encourage the responses, as Leedy & Ormrod (2005) suggest. The first reminder will be sent two weeks after mailing the questionnaires and the second reminder will be sent four weeks later. The main measures of the study are training, affective commitment,

normative commitment and continuance commitment. Training will be measured by the type of training opportunities provided by the organization. The affective, normative and continuance levels of commitment will be measured according to the Meyer and Allen's (1997) scales. The data collected will be analyzed using both the descriptive analysis tools (mean and standard deviation) and the inferential analysis tools (correlation analysis). The correlation analysis will depict the relationship between the independent and the dependent variables of the study (Leedy & Ormrod 2005).

## Reference List

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- Leedy, P., & Ormrod J., 2005. *Practical research: planning and design (8<sup>th</sup> Edition)*. Upper Saddle River, NJ: Pearson.
- Meyer, J., & Allen N., 1997. *Commitment in the workplace: theory, research and application*. Thousand Oaks, CA: Sage.
- Zikmund, W., 2003. *Business research methods*. 7<sup>th</sup> Edition. Thousand Oaks, CA: Thomson/South-Western.