

The Impact of Perceived Human Resource Development Practices on Organisational Commitment: An Empirical Study on International Hotels in Egypt

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ABSTRACT

Competing in today's dynamic global environment; characterised by high employee turnover rate, makes investing in the development of our human resources indispensable. This research aims to examine the impact of perceived human resource development practices; specifically training and development, coaching and counselling, and career development on employees' normative, affective and continuance commitment. A convenience non-probability sample of six international hotels in Greater Cairo is studied; where 280 self-administered questionnaires are distributed to employees to assess the relationship between the three HRD practices and the three organisational commitment dimensions. Correlation and regression analyses were used to test the study hypotheses. The results revealed that all HRD practices significantly and positively correlate with the overall organisational commitment and its three dimensions. Furthermore, both of "training and development" and "coaching and counselling" appear to be the most significant predictors of organisational commitment and its dimensions. However, "career development" couldn't predict any of the dependent variables. The study indicates that HRD practices play a vital role in enhancing organisational commitment and suggests that HRD scholars and practitioners should further invest in our human capital through more rigorous research and application of HRD practices.

Keywords:

Human resource development, organisational commitment, international hotels, Egypt

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1. Introduction

With the rising trend of globalisation and transfer of knowledge, people have become the main source of competitive advantage for organisations. Thus, attracting and recruiting a qualified work force is challenging. However, what's more challenging is developing and retaining those high calibres. Today's business has a broad range of business initiatives that require a competent workforce as it becomes more of a knowledge based, high technological and service oriented. Hence, human resource development plays a pivotal role in the success of any organisation (Tamanna, 2015).

Due to the casual relationship between work commitment and organisational performance, organisational commitment (OC) is the second most commonly studied job attitude in industrial organisational psychology (Pennsylvania State University World Campus (PSUWC, 2014: 1). OC is becoming a crucial factor for organisational success; especially during times of varying economic stability, as it affects turnover rates, absenteeism and workplace behaviour. OC can lead to outstanding performance as employees are too loyal to perform beyond their job description. Such an attitude becomes even more important in the service industry; such as hospitality industry in general and hotel industry in particular. Commitment leads to increased profitability, higher efficiency and enhanced service quality by influencing employee performance (Riketta, 2002).

Nowadays, the hotel sector is one of the most important service industries as it plays a predominant part in the economic development of a country. That is especially true in countries like Egypt where tourism represents 11.3% of Egypt's GDP, 40% of the total Egypt's non-commodity exports and 19.3% of Egypt's foreign currency revenues (State Information Services Tourism in Egypt, 2014). Given the current resurgent political and economical turbulence in Egypt, in order to develop and survive, hotels may not afford to ignore the Human Resource Development (HRD) facets.

Although the literature covers a wide array of explorations about organisational commitment, ambiguity still exists regarding the factors affecting its development. Moreover, according to Özbilgin and Healy (2003) little deliberation has been given to HRD and the human capital investment concept in the Middle East and other developing countries, including Egypt. Consequently, this study attempts to investigate the relationship between HRD practices (specifically Training and Development, Coaching and Counselling, and Career Development) and OC (through its three dimensions of Affective, Normative and Continuance Commitments).

2.Literature Review

This section will be divided into three parts. First is to review human resource development; focusing on training and development, coaching and counselling, and career development. Second is to review organizational commitment with its three dimensions. Last is to shed some light on the linkage between HRD practices and OC.

2.1.Human Resource Development (HRD):

The American Association of Training and Development (ASTD) originally introduced the term "HRD" in the early 90's, which then was limited merely to training and development. During 1970's, its scope extended to encompass other sub-functions such as career development, organizational development, coaching and counselling (Abdullah, 2009). In 1995, scholars focused on learning and performance, where Swanson defined HRD as "a process of developing and unleashing human expertise through development and personnel training and development for the purpose of improving performance" (1995: 208).

MacLagan (1989) identified three primary HRD functions that were represented in his original HR wheel, which are training and development (T&D), career development and organisation development. In provision of MacLagan's

(1989)conceptualisation, HRD can be regarded as a synergetic combination of three functions, which aims towards achieving greater organisational efficiencies and effectiveness, and maintaining an *engaged* skilled workforce whose performance outputs are congruent to organisational goals. The focus of this study will be mainly on employees' development through three HRD functions ;Training and Development, Coaching and Counselling, and Career Development.

Firstly, Training and development (T&D) activities comprise a major element of human resource development, to the extent that some early researchers have used the terms HRD and T&D synonymously. "Training and development is identifying, assessing – and through planned learning - helping develop the key competencies which enable individuals to perform current or future jobs" (MacLagan, 1983: 25). In1999, the term "Training and Development" has been substituted by the term "Workplace Learning and Performance" (WLP) by the ASTD to emphasise the shift from isolated skill-building and information transfer to performance improvement and support (Rothwell et al., 1999).Such support can be provided through "coaching and counselling" and "career development".

The second HRD practice is "coaching and counselling".It is based on a one-on-one relationship of learning and trust aiming to enhance personal and professional growth(Carey et al., 2011: 53). Some earlier scholars have viewed coaching in a more contemporary perspective such as Evered and Selman (1989) who saw an effective coach as the one who shifts from traditional management of controlling employees to empowering and enabling employees .The growth of an emergent coaching industry in various countries has been noticed, and expanding rapidly as an extensive new field of practice. Many researchers, such as MacLagan (1999) as well as many professional bodies such as the ASTD and the Chartered Institute of Personnel and Development (CIPD), perceive coaching as a core role within HRD (Hamlin et al., 2008).Although the role of coaching has been debated recently with the new trend of individualistic career management,

“several authors have argued and demonstrated that organisational career management is not dead.” They claim that the move toward individualistic career management still requires a supportive and developmental career approach through effective coaching (Segers et al., 2011: 99). On the other hand, the term counselling has been used to refer to a variety of activities provided by the organisation to its members, that address the issue of employee well-being and personal problems that may interfere with their performance (MacLean & Maclean, 2001). Workplace has become very stressful to both employers and employees due to downsizing, flatter organisations, shortage of skilled workers and shortcomings in educational systems. All of which made it more cost effective to nourish, help and counsel current staff than to recruit new ones (Cappelli, 2005).

The third HRD practice in this study is Career Development; career planning and management, which aims “to identify needs, aspirations and opportunities for individuals’ career and the implementation of developing human resources programmes to support that career” (Antoniou, 2010: p.13). It has been believed that organisations need to provide employees with career development opportunities to promote their employability security (Herriot and Pemberton, 1996, 1997). The provision of such valued and marketable career development opportunities will lead to the projection of an economic exchange model where employee loyalty and high performance is created (Herriot and Pemberton, 1996, 1997; Sturges et al., 2005).

Traditionally, employees’ “career paths” used to be the responsibility of organisations and managers who hire employees and then define what they had to do to get promoted. HR departments used to play a role to nurture employees’ progress. Many researchers such as Baruch (2006); Lips-Wiersma and Hall (2007) argue that those days are gone as employees become on their own. The “new career” models that have been popular in the academic literature in the last decades, such as the protean (Hall and Chandler, 2004) and the boundaryless (Arthur, 1994) concepts, shift the trend towards

more individualistic career management (Baruch, 2006: 129). “The transition from predominantly organisational to individualistic career management requires, however, that organisations move away from the traditional command and control, top-down career management approach (Baruch, 2006; Lips-Wiersma and Hall, 2007) and become “supportive and developmental” (Baruch, 2006: 130) instead. Thus it is apparent how different HRD practices such as training and development, coaching and counselling and career development are interrelated and are assumed to lead to higher employee commitment.

2.2.Organisational Commitment:

For more than forty years the concept of organisational commitment (OC) has been an interested area of study because of its assumed positive impact on organisations. The organisational benefits of enhanced OC have been explored by previous researches to include lower absenteeism rates(Angle and Perry, 1981;Gellatly, 1995), reduced turnover(Schaufeliand Bakker, 2004; Choi, 2013),and better performance (Benkhoff, 1997;Riketta, 2002).Organisational commitment has always been famous as the individual’s psychological attachment or bond to the organisation (O’Reilly and Chatman, 1986; Zhang et al., 2015). The most representative definition of OC was articulated by Porter et al. (1974: 604) who said that OC is “the strength of an individual’s identification with and involvement in a particular organisation”, and it is characterised by three factors: “the belief in and acceptance of organisational goals and values; a willingness to exert effort; a strong desire to maintain membership of the organisation”. More specifically, OC is “a psychological state that characterises an employee's relationship with an organisation and has implications for the decision to continue membership of the organisation" (Meyer and Allen, 1991: 67).

Meyer and Allan (1991) identified three components of OC; affective, normative and continuance commitment; all of which differ in their explanations for employee's commitment to the organisation. Affective commitment emphasises the employee's emotional connection and attachment to the organisation. Employees high on their affective commitment develop a psychological identification with the organisation and therefore tend to continue working for the organisation because they '*want to*'. Normative commitment signifies an employee's perceived responsibility to stay in the organisation. Employees with a high level of normative commitment develop a sense of moral obligation; they are '*obliged to*' continue their membership in the organisation. Lastly, continuance commitment denotes the costs accompanying departing the organisation. Employees with continuance commitment are aware of the risks and the costs incurred on them by leaving the organisation. As long as there aren't any other options, employees choose to remain in the organisation because they '*need to*'. As an individual employee's relationship with his/her organisation may differ across all of the previous definitions, affective, normative and continuance commitments are not noted as types of commitment but rather as its components (Meyer and Allen, 1991).

Based on the attachment theory, employees "tend to have a natural tendency to build and maintain durable bonds of affection with familiar, irreplaceable organisations" (Sable, 2008). Although it is believed that OC is important to both individuals as well as organisations (Cunningham et al., 2012) as it curbs deviant workplace behaviour and it promotes positive outcomes such as productivity and acceptance of organisational goals and values (Brett et al., 1995; Judge et al., 1999; Tang and Chiu 2003); researchers have not yet agreed on a common definition of organisational commitment as the only common view is on its belonging to the social exchange theory (Aruştei, 2013). This theory was originally developed by Blau (1964) who tried to explain there a sons behind the emergence of employees' attitudes and behaviours that are not enforced

through a formal contract. Based on this social exchange view, Eisenberg et al., concluded that “employees’ commitment to the organisation is strongly influenced by *their perceptions* of the organisation’s commitment to them”(1986: 500). Thus this study is interested in investigating if different HRD practices are being perceived by employees as a kind of organisational commitment and hence encourage employees’ commitment in return.

2.3.The Link between HRD and Organisational Commitment

It is believed that organisational commitment could be a predictor of whether HRD practices that are implemented in an organisation are able to promote psychological links between organisational and employee aspiration. Ahmad & Schroeder view OC “as an intangible outcome of an HRM system and is important in retaining employees and exploiting their potential to fullest extent over time” (2003: 26). Agarwala (2003) analyses indicated that the perceived extent of introduction of innovative HR practices by the organisations was the most significant predictor of OC. Some studies have been conducted in this area and yielded to similar results. Paul and Anantharaman (2004: 77) showed that some HRM practices such as employee-friendly work environment, career development, and comprehensive training show a significant positive relationship with OC. Shahnawaz and Juyal (2006) explored and compared various HRM practices and examined if commitment degrees can be attributed to HRM practices. Their study’s regression results showed that various HRM practices were significantly predicting OC. Qiao et al., (2008) investigated the effect of HRM practices on OC. Their hypotheses that T&D, among other HRM practices, had positive effect on IT employees’ organisational commitment were partially supported by hierarchical regression analysis.

Other studies were conducted regarding more specific HRD practices. Donaldson et al., (2000) for instance found that high-quality mentoring relationships were related to organizational commitment. Bartlett (2001) claims that organisations include training opportunities tend to have higher

employee commitment and citizenship behaviour than other organisations lacking HRD. Moreover, coaching involves individuals gaining the skills, knowledge and abilities they need to develop themselves professionally, through assistance and support from supervisors, managers or co-workers. Organisations which incorporate effective coaching as an integral HRD function, found that they can boost the performance and commitment of their workers. That is by clarifying to them what they are required to do, instructing them on how they should better do it, rewarding superior performance, and increasing employee participation and empowerment (Stone, 2007).

These findings indicate that there is a yet unrecognised connection between certain dimensions of organisational HRD and OC. Based on the above literature, the following hypotheses can be proposed:

Hypothesis 1: There are significant positive relationships between perceived HRD practices and organisational commitment.

H1.1: There is a significant positive relationship between perceived training and development and organisational commitment.

H1.2: There is a significant positive relationship between perceived coaching and counselling and organisational commitment.

H1.3: There is a significant positive relationship between perceived career development and organisational commitment.

Hypothesis 2: Perceived HRD practices have a significant positive impact on organisational commitment and its three dimensions.

H2.1: Perceived training and development has a significant positive impact on organisational commitment and its dimensions.

H2.2: Perceived coaching and counselling has a significant positive impact on organisational commitment and its dimensions.

H2.3: Perceived career development has a significant positive impact on organisational commitment and its dimensions.

3. Methodology

3.1. Participants:

This research study attempts to investigate the impact of perceived HRD practices on employee commitment in international hotels in Cairo. The target population is employees working in international hotels in greater Cairo area (N = 75) (Ragab, 2014); where there is ten five-star hotel chains. A convenience sample of six five-star international hotels was chosen for the data collection purpose. A statistical power test with $\alpha = 0.01$, $\beta = 0.01$, and power = 0.99 reveals that a sample size of 250 is reasonable for achieving the research objectives. A non-probability convenience sampling procedure is used to recruit 300 employees working in these six hotels. Only 280 employees responded to the questionnaires with a response rate of (93.3%). The age of participants ranged between 22 to 50 years with average 34.52 years and standard deviation of 6.87 years. Compared with females' employees, males were the majority in the sample (58.8%). Most of employees (89%) have bachelor degrees and only 11% has finished some post graduate studies. These characteristics indicate a reasonable mix of demographic groups represented in the data.

3.2. Instruments

The questionnaire is designed to scrutinize the research hypothesis by evaluating the relationship between three perceived HRD practices (which are training and development, coaching and counselling, and career development) and organisational commitment dimensions (which are affective, normative, and continuance commitment). These variables are apparent in the questionnaire design which is classified into two

focal parts. First, HRD practices were measured using the relevant section of the HRD climate questionnaire developed by Rao and Abraham (1990). The questionnaire consists of 14 questions that assess T&D (5 questions), coaching and counselling (5 questions), and career development (4 questions). Answers ranged from 1 (strongly disagree) to 5 (strongly agree). Second, organisational commitment was used by Meyer & Allen (1997) questionnaire that is designed to assess the three dimensions of organisational commitments, namely affective (8 questions), continuance (8 questions) and normative (7 questions). Answers ranged from 1 (strongly disagree) to 5 (strongly agree).

4. Research Results

In order to examine the research hypotheses, several statistical analysis were conducted as follows.

4.1. Correlations between Perceived HRD Practices and Organisational Commitment:

In this study, the dependent variable is organisational commitment and its main components, namely, affective, normative and continuance commitments. The independent variables are three HRD practices, specifically, training and development, coaching and counselling, and career development. The reliability coefficients, descriptive statistics and correlation matrix are demonstrated in tables 1, 2 and 3 respectively. Moreover, demographic data including age, gender and education were also obtained.

Table 1 inserted here

Table 2 inserted here

Table 3 inserted here

It can be shown from the previous results that the used measurements have satisfactory reliability estimates. The reliability measures, in terms of Cronbach's alpha, were above the recommended level of 0.70 as an indicator for adequate internal consistency (Hair et al., 2010). In addition, there are significant positive relationships between HRD practices and organisational commitment dimensions. Specifically, training

and development was found to be significantly and positively correlated with organisational commitment and all its dimensions. Whereas, coaching and counselling are significantly and positively correlated with the overall OC and with only one dimension, namely, affective commitment. Finally, career development is significantly and positively correlated with the overall OC and with both of affective and normative commitments.

4.2. Impact of HRD Perceived Practices on Organisational Commitment:

To predict employees' organisational commitment, step wise regressions were conducted to examine the relative importance of HRD practices in predicting organisational commitments as summarised in table 4.

Table 4 inserted here

It can be shown from the previous table that coaching and counselling was the most important HRD practice (variable) in predicting affective commitment. The coefficient of determination indicates that coaching and counselling can explain 43.8 % of the total variance of affective commitment. Likewise, both of training and development and coaching and counselling were able to explain about 9% of the total variance of continuance commitment. Similarly, training and development can explain almost 7% of the total variance of normative commitment. Finally, both of training and development and coaching and counselling were able to explain about 27.6% of the total variance of organisational commitment.

Taking together, these results indicate the importance of HRD practices in general and specifically both of training and development and coaching and counselling, in predicting organisational commitment and its dimensions.

5. Discussion

The current research tried to test two important hypotheses. First, it was assumed that perceived HRD practices have significant positive relationships with organisational commitment. The results, in general, supported this hypothesis.

It can be shown from the correlation matrix (Table 3) that training and development was positively and significantly correlated with organisational commitment and its three dimensions. This supports the results of Yahya and Tan(2015) research which revealed that there were significant associations between T&D and career commitment. Their results indicated that an employee's belief in and acceptance of the value of his or her chosen occupation and the employee's willingness to maintain membership in a particular occupation is very much related to the training and development practices provided by the organisation. That is also similar to the field study results of the relationship between HRM practices and organisational commitment that were found by Paul and Anantharaman (2004). The results also conform to the hotels employees' belief that when they are provided with training programmes, they take it very seriously and they try to learn from the programmes they attend. According to Sambrook (2000), employees who are not motivated to engage in new tasks and training programmes, are neither devoted nor committed to the organisation. This finding supports the arguments in the literature that link commitment to workplace training (Bartlett, 2001; MacMurray and Dorai, 2001;Caldwell et al., 1990) and organisational support for training and personal development (Visser and van der Sluis, 2006).

Moreover, the results supported the significance of the relationship between perceived coaching and counselling and organisational commitment; mainly a significant positive relationship exists between 'coaching &counselling' and 'affective commitment'. These findings conform to Segers and Inceoglu (2012) results which indicated That coaching is an important HRD practice to enhance employees' commitment to organisations. Since coaching is based on one-to-one mentorship relation, one may expect affective commitment to be the most affected organisational commitment dimension. Some researches focus their studies on the core dimension of *affective commitment*, defined as "the relative strength of an individual's identification with and involvement in a particular organisation"

(Sturges et al., 2002: 732). Affective commitment has been the most extensively researched dimension in terms of its antecedents and consequences; whereas very little information has been known about antecedent of continuance or normative commitment and about the mechanism involved in developing them (Meyer & Allen, 1997). This is consistent with the research findings of Dereli (1997), who concluded that there is no significant relationship between normative commitment and human resource development programmes. More recently, Payne and Huffman (2005) found that mentoring was positively related to affective and continuance commitment and negatively related to turnover behaviour one year later in a sample of 1,000 U.S. Army officers.

In addition, the correlation analysis revealed that there were significant positive relationships between perceived career development and affective commitment, normative commitment and overall organisational commitment. This is consistent with the research findings of Hall (1976), who argued that there is a direct link between effective career development and employees' commitment. According to Hall, Employee career development is directly linked to organisational effectiveness and can lead to more committed employees. Paul & Anantharaman (2004) also indicated that career development and comprehensive

training show a significant positive relationship with OC. Likewise, Stevens et al (1978) argued that the lack of management support in career planning and career management can have an adverse effect on OC.

However, no significant relationship was found between career development and continuance commitment. This can be explained by some scholars' view that continuance commitment is not considered as an integral dimension of organisational commitment as affective or normative commitments. This is even supported by Meyer and Allan who believe that job performance is related to affective commitment and normative commitment but not related to continuance commitment (Landy

and Conte, 2013). This could be especially true with the recent trend towards considering career management as an individual responsibility rather than an organisational responsibility. Taking into consideration the unique characteristics of the hospitality industry where there are many competitive international hotels in Egypt, hotel employees may have more of a general occupational commitment (hospitality industry) rather than a specific organisational commitment (certain hotel chain).

It is noticed from the study results that “Affective Commitment” is the only OC dimension that is correlated with the three HRD practices. Affective Commitment has been the most widely considered OC dimension in the literature. Unlike Porter et al.,(1974) view of the three commitment components; Meyer and Allen (1991) advocate that there could be other reasons behind employees’ commitment to organisations. And thus it is debatable whether OC would always lead to better organisational performance (Conway and Monks, 2009). Moreover, as stated by Meyer and Allen (1997: 110), ‘we know even less about the mechanisms involved in the development of normative and continuance commitment than we do about those implicated in the development of affective commitment’. That is why some researchers used only the “affective commitment” component in their performance studies. As it is considered to be the individual’s positive feeling

toward the organisation that derives a strong desire to see its organisation achieving its goals and to have a proud feeling owed by his/her membership (Meyer et al., 1989).

All in all, these results give a partial support for the first hypothesis. As for the second hypothesis that assumed that perceived HRD practices have significant positive impact on organisational commitment and its three dimensions, similar conclusions were drawn. This is supported by the findings of MacMurray and Dorai(2001), who indicated that organisational commitment has a causal linkage to HRD functions. The results of the stepwise regressions (table 4) indicated that only “training

and development” and “coaching and counselling” have significant positive impact on organisational commitment.

More specifically, T&D had positive impact on normative commitment, continuance commitment and overall organisational commitment. The results of Segers and Inceoglu(2012) study suggest that accumulated knowledge and skills can be preserved by the T&D system aiming to increase the commitment of employees to the organisation. T&D is an important factor in the career commitment of employees throughout their career lives. This relationship has been supported by Aryee and Tan (1992) study. Their research found that employees who were committed to their profession did so to keep up with new developments in the profession by attending additional training programmes.

Furthermore, coaching and counselling occurred to have significant positive impact on affective commitment, continuance commitment, and organisational commitment. The link between coaching and organisational commitment has been strengthened through Hudson’s (1999: 6) definition of a coach as “a person who facilitates experiential learning that results in future-oriented abilities and who is trained and devoted to guiding others into increased competence, *commitment* and confidence”. It was noticed that the majority of hotel employees are satisfied with the level of coaching provided by their seniors.

According to Coe et al., (2008), satisfactory performance is not good enough in today’s challenging business environment. Therefore, successful coaching helps create employees who exercise their own self-control, and who are *committed* to excel in their own performance. The study of Hamlin et al., (2008) revealed that coaching is a core competence of HRD professionals and a recognised area of HRD expertise. Furthermore, Yahya and Tan (2015) suggest that coaching and counselling are important HRD practices for employees in order to get needed supports, knowledge, skills and abilities that may enhance their employability and marketability in an organisation.

However, perceived career development did not show significant impact on organisational commitment or any of its three dimensions. This finding conforms to Sturges et al., (2002) who failed to find clear support for the hypothesised relationship between career management and OC. They suggest that the effect of these two variables on each other is moderated by the employees' perception of whether the career management help which they receive aids their career development. Another interpretation could be that different forms of both organisational career management and career self-management had different antecedents, correlates and consequences, reinforcing the value of considering them separately. That is why organisations are in a controversial situation nowadays; where they may no longer wish to promise a long-term career, yet they still wish to retain the majority of their recruits for a number of years (Sturges et al., 2002). This interpretation supports the new trend of self-career development aiming at “occupational commitment” rather than “organisational commitment”. This could be especially true and applicable in the hotel sector in Egypt after the 2011 revolution. The dramatic decline in tourism that followed “the turmoil of January 2011 has been deeply damaging to the economy, with investment flows into the sector down by 75% in the four years”...“**Egypt's tourism** revenues more than halved from \$12.5bn in 2010 to \$6bn in 2013” GlobalCapital (2015: 1). Hence unemployment in the tourism industry surges.

Furthermore, it is noticed that hotels in Egypt dedicate their career development programmes mainly to senior managers who are more likely willing to stay in the organisation. It can be argued that this unequal treatment may lead to low morale, loss of potential junior employees and thus low organisational commitment. Sturges and Guest (2001: 459) made a study to investigate the factors that would most likely influence graduates' decisions to stay with or leave their first employer in the early years of their career. One of their findings is that “Organisations should therefore perhaps pay more attention to the traditional issues of career management if they

wish to engender the commitment of graduate recruits". PopescuNeveanu (2003) suggested that career planning must link individual needs and aspirations with organisational needs and opportunities; where individual development efforts with T&D programmes are directed. PopescuNeveanu (2003) claims that usually this match is not done, as organisations pay more attention to the planning career of the high performance individuals who have greater opportunities for promotion without taking into account the performance of potential employees. These results conform to Yahya and Tan (2015) who argued that in some organisations, promotion does not indicate significant relationship with career commitment. However, Betz and Voyten(1997) criticised such organisations arguing that viewing employees as assets necessitate providing career development programmes to all staff; otherwise their morale and sense of fairness might decrease.

In their study, Segers and Inceoglu (2012) strengthened the crucial interdependent relationship among the three HRD practices towards organisational commitment; where their study assumed that the main objective of the *training and developmentsystem* -with the help of all sorts of *coaching* - within supportive and developmental*career management* is to increase the *commitment* of employees to the organisation. They also emphasised that career management develops employees' skills before they are needed. However, similar to our current

d study findings, Segers and Inceoglu (2012) results supported T&D and coaching research variables; while their study considered career management practices to be a "lagging" not a "leading" variable. They interpret such result as career management practices lag behind the business strategies as organisational climates are difficult to change (Barney, 1986); especially in today's innovative organisations where employeesneed to have a high-flying career (Segers and Inceoglu, 2012).

In summary, it has been noticed that the HRD side of human resource management is still a growing field in Egypt that needs more attention and development. To add to the problem even further, the fact that “many trainers and developers (as well as HRM professionals) lack credibility in the eyes of line managers, limit or preclude them from operating in roles of strategic influence or as organisational change and development specialists” (Hamlin et al., 2008: 300). This reality might pose a significant competitive threat to the HRD field because, many managers are more likely to view HRD as mainly traditional training programmes, or at the best, as a minor component of the personnel/human resource management (HRM) function.

6. Conclusion and Recommendations

It can be concluded that HRD practices significantly and positively associate with organisational commitment and its three dimensions among employees working in international hotels in Egypt. More specifically, affective commitment appears to be significantly associated with the three HRD practices. However, only coaching and counselling were able to significantly predict it. In addition, although normative commitment was significantly associated with two HRD practices, namely, T&D and career development; only T&D was a significant predictor of it. Regarding continuous commitment, it was significantly associated with only T&D, yet it was significantly predicted by both of T&D and coaching and counselling. Finally, the overall organisational commitment was significantly associated with the three HRD practices. However, Only T&D and coaching and counselling can significantly predict it. Training and development occurs to be a key function of HRD departments in hotels in Egypt. However, HRD should not be focused mainly on T&D but should pay more attention to career development and other HRD practices.

7. Policy Implication and Recommendations:

Although it seems that the future is shifting towards more individualistic career management, the active involvement of organisations will continue to be required. The scope of career

development in international hotels in Egypt should be enlarged to include all staff; junior as well as seniors, taking into consideration all potential employees to maintain staff moral and to develop second line managers. Even with the new trend of self-career management, it is recommended that each organisation invests in its employees' career development programmes. This will collaboratively enrich the pool of human resources that is available to all organisations in a given industry. This is especially true and crucially needed in the hospitality industry in Egypt after the negative effects of both; the Egyptian 2011 revolution and the worldwide terrorism attacks towards tourism. There is a need to keep people committed to the tourism and hospitality industry in general, not just to a specific hotel chain, if we are aiming to sustain such an industry.

In policy terms, although the findings validate the importance of career self-management, however, employers must be attentive to how to support their employees in promoting their careers within rather than outside the organisation. Meanwhile, employers must balance between how they can maximise retention of potential/high calibres (especially early in the careers) without promising having a career for life. In contrast to what some new career theorists have suggested, it is recommended that organisations should not withdraw from active career management but should become differently involved. That is especially true in a developing country like Egypt where there is a high unemployment rate due to our struggling economy, declining revenues (especially in tourism), inflating deficit, and devaluating currency. As a result, unemployment has recently dramatically risen which negatively affected the Egyptian labour market.

On the other hand, there is an urgent need to review the 'body of knowledge' that HRD practitioners need to learn from to advance in the field (Chalofsky, 2004: 423). It is recommended to develop more of undergraduate and post graduate HRM programmes; with more breadth and depth of the

HRD field. It is also recommended to increase people awareness about the strategic interventional role of HRD. There needs to be a dialogue among all stakeholders; the industry, academicians, HR practitioners and different HR bodies about the basis for a discipline for HRD. It is also suggested that such a dialogue should not only be conducted locally, or among Arab countries, but it should also embrace the views of other HRD-related academic networks and practitioners around the globe.

8. Limitations and Suggestions for Future Research:

The current study has three limitations. The field of HRD appears to be flourishing as new theoretical perspectives emerge and new practical applications continue to be employed. This study was applied on the hotel industry in a very critical timing of political, economic and social tension and instability. There is a need to apply such a study in normal stable environment as the findings might be interestingly different. Although the study was conducted in international hotels, the dominant nationality of the workforce is Egyptian. Thus the Egyptian dominating culture could be another limitation. Finally, using convenience non-probability sampling was a third limitation in the current study as it limits the generalisability of our results.

Moreover, although this research focuses on organisational commitment as a product of HRD practices, preceding research has considered OC as an independent variable that actually influences some HRD practices. Such researchers found that organisational commitment had positive influences on employees' motivation to participate in training and development activities (Seyler et al, 1998: 16). Therefore, commitment *to learning and development* becomes the vehicle through which the dual goals of the individual and the organisation are attained. Conversely, organisational commitment might encourage individuals to perform the kind of

career management practices, such as seeking out an influential coach, which will help advance their career in their current organisation (Arnold, 1997). This is becoming increasingly important at the present time, as many organisations indicate that they expect their staff to play a proactive role in managing their own careers (Adamson, Doherty and Viney, 1998; Gratton and Hailey, 1999). And thus, there are yet many unanswered questions for HRD and organisational commitment theorists and researchers to explore.

Table 1: Reliability coefficients of study variables

Variables	Cronbach's Alpha
Training & Development	.911
Coaching & Counselling	.894
Career Development	.919
Affective Commitment	.893
Normative Commitment	
Continuance Commitment	.756
Organisational commitment	.730

Table 2: Descriptive statistics

Variable	Mean	Standard Deviation
Training & Development	18.83	4.38
Coaching & Counselling	18.01	4.23
Career Development	13.94	4.11
Affective Commitment	29.27	6.94
Normative Commitment	27.93	5.68

Continuance Commitment	24.61	3.34
Organisational commitment	81.72	9.71

Table 3: Correlation Matrix among the study variables

Variable	T&D	C&C	C.D.	A.Co m	C.Co m	N.Co m	Org.Co m
Training & Development	1						
Coaching & Counselling	.725*	1					
Career Development	.831*	.833*	1				
Affective commitment	.431*	.662*	.521*	1			
Continuance commitment	.180*	.033	.052	.037	1		
Normative commitment	.246*	.132	.208*	.063	.152	1	
Organisational commitment	.490*	.486*	.463*	.463*	.611*	.438*	1

* Correlation coefficient is significant at .05 level,

** Correlation coefficient is significant at .01 level

Table 4: Step-wise regression coefficients for HRD practices in predicting organisational commitment and its dimensions

Dependent Variable(s)	Independent Variable(s)	R	R-square	F	B	t-value
Affective Commitment	Coaching and Counselling	.662	.438	107.45**	1.085	10.36**
Continuance Commitment	Training and Development Coaching and Counselling	.298	.089	6.66**	.560 .463	3.63** 2.91**
Normative Commitment	Training and Development	.246	.068	8.88**	.189	2.98**
Organizational Commitment	Training and Development Coaching and Counselling	.525	.276	26.13**	.645 .634	2.74** 2.61**

** Regression coefficient is significant at .01 level

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