



Impact of Career Development Program, Commitment and Communication on Employee Productivity in Nepalese Commercial Banks

Pawan Poudel¹, Anupama Khanal²

¹(MBA Student of Balkuamri College, Tribhuvan University, pawanpoudel071@gmail.com)

²(BBA Graduates of Balkuamri College, Tribhuvan University, khalanalanupama860@gmail.com)

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ABSTRACT

In the context of Nepal, Pradhan & Shrestha (2021) analyzed the impact of training and development as well as career planning on employee involvement in Nepalese service sector organizations. The result revealed that Organizational training and development and career planning, have a significant impact on employee involvement in their jobs and performance. The major objective of the study is to analyze the effect of career development program, commitment and communication on employee's productivity in Nepalese commercial banks. The study uses questionnaires survey method using multiple choice, ranking scale. Likert scale and other demographic information were used to collect primary data. The Likert scale on different variables like career development, commitment, communication, training, reward and work environment measured in 5-point Likert scale and weighted mean value of each variable were used to examine the relationship between dependent and independent variables as for the study purpose. The study showed career development, commitment, communication, training, reward and work environment have positive impact on employee productivity in Nepalese commercial banks. This indicates that better career development program; commitment, communication, training, reward and work environment leads to increase employee productivity in Nepalese commercial banks. The study also concludes that training followed by reward and work environment is the most influencing factor that explains employee productivity in Nepalese commercial banks.

Keywords: Career development, Commitment, Communication, Reward, Work environment, Reward, Employee Productivity

INTRODUCTION

In the contemporary landscape of organizational management, the performance of employees plays a pivotal role in driving competitive advantage and ensuring organizational success (Sultana et al., 2012). Productivity, often defined as the ability to accomplish tasks with accuracy, completeness, cost-effectiveness, and efficiency, stands as a cornerstone in gauging employee performance (Sauermaann & Cohen, 2010). This heightened productivity is intricately linked to the augmentation of human capital with organizational capital, wherein organizational support serves as a catalyst for enhancing employee effectiveness (Nezam et al., 2013).

Human capital, characterized by a skilled and intellectually capable workforce, is regarded as the primary organizational resource that propels growth, survival, and sustainability (Philip & Ikechukwu, 2018). Thus, organizations endeavor to operate efficiently within the framework of their goals to achieve optimal performance levels (Rande et al., 2015). Amidst this pursuit of organizational effectiveness, employee productivity emerges as a critical challenge, necessitating adept workforce management strategies (Hanaysha, 2016). Career development, delineated as a series of self-improvement endeavors aimed at achieving career goals and progression within an organizational setting, assumes paramount importance in enhancing employee performance (Rizqina et al., 2017). By offering formal and continuous developmental opportunities to enhance skills and expertise, organizations foster employee growth, attaining a mutually beneficial outcome (Cedaryana et al., 2018; Nasution et al., 2018).

Furthermore, organizational commitment, denoting a strong inclination towards remaining a part of an organization and aligning with its objectives, serves as a linchpin in bolstering employee dedication and engagement (Thomas, 2007; Ioannidou et al., 2016). This commitment is influenced by workplace culture and the perceived costs of deviating from organizational expectations (Rizqina et al., 2017). Effective organizational communication, another critical facet, entails transmitting relevant information to employees and fostering a cohesive internal community (Chen et al., 2006; Postmes et al., 2001). Conversely, poor communication can engender negative consequences, impeding organizational performance and eroding employee morale (Anwar & Abdullah, 2021). As evidenced by prior research (Maharjan, 2021; Adhikari, 2020; Goet, 2022), the interplay between factors such as career development, organizational commitment, and communication significantly impacts organizational productivity and performance. Hence, it is imperative to delve deeper into these dynamics to elucidate their intricate relationships and implications within the Nepalese commercial banking context.

The lack of empirical studies on the impact of career development, commitment, and communication on employee productivity within Nepalese commercial banks poses a significant gap in understanding workplace dynamics (Maharjan, 2021; Pradhan & Shrestha, 2021; Shrestha, 2020). While existing literature emphasizes the importance of these factors in enhancing organizational performance (Hakuduwal, 2019; Gautam, 2017; Thapa et al., 2017), there remains a dearth of research specifically focusing on their interrelationships in the context of Nepalese commercial banks. Understanding these dynamics is critical for addressing challenges related to employee productivity, turnover, and organizational effectiveness (Otuko et al., 2013; Al Karim et al., 2019; Aburumman et al., 2020).

- i. What is the relationship between career development, commitment, communication, training, reward, and work environment with employee productivity in Nepalese commercial banks?
- ii. Which factors among career development, commitment, communication, training, reward, and work environment have the most significant impact on employee productivity in Nepalese commercial banks?

The major objective of the study is to examine the effect of career development, commitment and communication on employee productivity of Nepalese commercial banks. The specific objectives is to determine the impact between career development, commitment, communication, training, reward, and work environment with employee productivity in Nepalese commercial banks. This study elucidates the pivotal role of human resource management in Nepalese commercial banks, enhancing organizational productivity and competitive advantage (Hassan et al., 2022). Its findings offer valuable insights for management, staff, HR departments, academicians, and students, contributing to the existing knowledge base and fostering the overall well-being of the financial sector and society (Hassan et al., 2022).

Theoretical Background

Employee Productivity

Employee productivity is the measure of efficiency and effectiveness in accomplishing tasks, encompassing factors like task accuracy, completeness, cost-effectiveness, and speed (Sultana et al., 2012). It involves evaluating the quality and quantity of work achieved by employees over a specific period, influenced by factors such as training, performance management, rewards, and organizational goals (Sthapit, 2019; Nurhasanah & Rikayana, 2021; Kawara, 2014; Sauermann & Cohen, 2010; Bukar et al., 2012). Highly trained and motivated employees contribute significantly to organizational performance and competitive advantage (Otieno et al., 2015; Sharma & Sharma, 2014).

Career Development

Career development involves enhancing skills and experiences to pursue career goals, benefiting both individuals and organizations by aligning personal aspirations with organizational needs (Orpen, 1994; Harlie, 2011; Lingham, 2000). It encompasses self-improvement activities, career planning, and creating efficient working relationships (Rande et al., 2015; Priyono et al., 2016; Sapta & Sudja, 2018). Research indicates a positive relationship between career development and employee performance, highlighting its significance (Mark & Nzulwa, 2018; Dewi & Utama, 2016; Patrick & Kumar, 2011; Charity, 2015; Wahyuni, 2021).

Organizational commitment

Organizational commitment, characterized by affective, continuance, and normative components, reflects an employee's attachment to their organization (Allen & Meyer, 1990). Committed employees demonstrate higher performance, productivity, and lower absenteeism (Aydogdu & Asikgil, 2011; Cohen & Golan, 2007). Their satisfaction and willingness to exert extra effort contribute to organizational goals (Meyer et al., 2002; Lowe, 2012). Research consistently demonstrates a positive relationship between organizational commitment and employee performance (Paramita et al., 2020; Muzakkir et al., 2017; Nurjanah et al., 2016), emphasizing its significance in driving organizational productivity (Loan, 2020; Osa & Amos, 2014).

Organizational Communication

Organizational communication involves transmitting information within an organization to inform employees about tasks and policies, fostering a sense of community and trust (Chen et al., 2006; De Ridder, 2003; Postmes et al., 2001). Effective communication correlates positively with employee performance and engagement, contributing to organizational success (Redmond et al., 2016; Aka & Juliet, 2018; Shonubi & Akintaro, 2016; Muda et al., 2014; Kalogiannidi, 2020; Indrasari et al., 2019).

Training

Training enhances employee skills and knowledge, contributing to job satisfaction and performance (Tsai et al., 2007; Rowden and Conine, 2005; Chen and Lou, 2002). Effective training programs align with organizational goals and improve employee efficiency and effectiveness (Khan et al., 2011; Aboyassin & Sultan, 2017).

Rewards

Rewards are crucial for motivating employees and enhancing performance, with effective reward systems contributing to organizational success (Jiang et al., 2009; Samuel, 2021). Incentives, including monetary rewards and recognition, positively impact employee productivity (Daniel, 2019; Ndungu, 2017).

Work environment

Work environment significantly impacts employee performance and productivity, influenced by factors such as physical conditions and social interactions (Awan & Tahir, 2015; Ismail et al., 2010). Proper workplace environments reduce absenteeism and enhance productivity (Lankeshwara, 2016). Effective work settings positively affect employee performance (Ollukkaran & Gunaseelan, 2012).

Literatures

Many types of research are conducted across national and international levels to map employee involvement and to understand its linkages with other factors consisting of employee training and development and career planning. In the present competitive business world, the most crucial asset possessed by organizations is their employees and their attitude, behavior, and performance. Shujaat et al. (2013) found a positive relationship between career development and employee job satisfaction in the banking sector, highlighting the importance of career growth for employee satisfaction. Ombayo et al. (2014) observed that higher levels of career training exposure among operatives led to increased productivity, underscoring the role of training in enhancing employee performance. Muda et al. (2014) discovered that job stress, motivation, and communication significantly impact employee performance, with communication having a partial effect, emphasizing the importance of effective communication strategies. Shahzadi et al. (2014) identified a significant and positive relationship between employee motivation and performance, emphasizing the role of intrinsic rewards and perceived training effectiveness in enhancing motivation and performance. Aboazoum (2015) revealed a positive relationship between employee performance and organizational culture, job satisfaction, and training and development, while stress at the workplace had a negative impact on performance. Ampomah (2016) indicated that employees perceive the purpose of training in the organization, leading to increased motivation and ultimately higher performance. Napitupulu et al. (2017) found a direct and positive influence of career development on perceived organizational support, motivation, and affective commitment, although the impact on employee performance was insignificant. Moon & Choi (2017) highlighted that subjective career success positively affects organizational commitment, mediating the relationship between career management behavior, career development, and organizational commitment. Nagarathanam (2018) revealed a significant and moderate impact of career development on employees' retention, underscoring its importance in retaining talented employees. Mark & Nzulwa (2018) demonstrated a statistically significant positive relationship between employee training, career counseling, employee mentoring, and career advancement on employee performance, emphasizing the importance of these factors in enhancing performance.

Al Karim et al. (2019) found a positive relationship between organization's training programs and employee performance, echoing the findings of Rahayu et al. (2019), who highlighted the positive impact of career development and training on job satisfaction. Additionally, Kareem (2019) emphasized the positive impact of human resource development practices, including training and career development, on organizational effectiveness. Hee et al. (2019) identified a significant positive relationship between communication and employee performance, aligning with Lantara's (2019) findings that organizational communication climate and work enthusiasm affect work satisfaction and employee performance. Furthermore, Indrasari et al. (2019) highlighted the significant and positive effect of compensation, organizational communication, and career paths on employee performance, with career paths being the strongest determinant. Al Karim (2019) emphasized the significant impact of various training programs on employee performance, which resonates with Yunanti's (2020) findings regarding the significant effect of career placement and development on employee performance. Novitayanti et al. (2020) and Katharina & Dewi (2020) both highlighted the positive and significant effect of career development on job satisfaction and employee performance, underscoring the importance of providing career development opportunities. Fauziyana et al. (2022) echoed the positive effect of career development on employee performance and motivation, linking with Iis et al. (2022), who emphasized the significant effect of career development and employee work environment on work motivation and performance. Additionally, Riyanto & Prasetyo (2021) emphasized the role of employee commitment and communication in improving performance, while Alarafat & Doblans (2022) highlighted the significant impact of teamwork variables on employee performance, including effective communication and trust.

Methodology

The conceptual framework utilized in this research is depicted through Figure 1. The model is constructed by using factors of Employee productivity model: Career Development, Commitment, Communication, Training, Reward, and Work Environment.

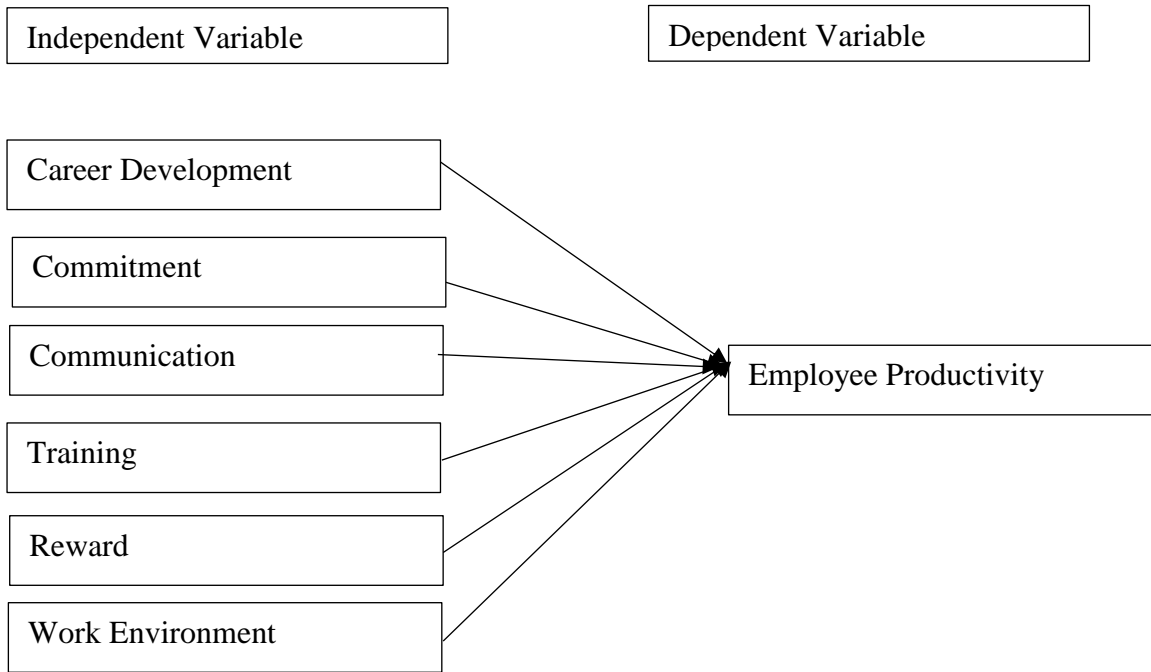


Fig. 1- Conceptual Framework

Measurement Model

The instrument was, at first, validated by educationalists and pilot testing, which further validated the questionnaire, followed this. The sample for this study majorly consists of 134 banking employees, who have worked in different A class Commercial Banks. The sample of respondents fulfills the particular criterion, hence were requested via email to contribute to the study. The research tool was constructed on a five-point Likert scale varying between strongly disagree (1) and strongly Agree (5). The items for Career Development, Commitment, Communication, Training, Reward, and Work Environment and Employee Productivity were adapted from Fauziyana *et al.* (2022) Katharina and Dewi (2020) and Chauhan and Scholar (2019). Moreover, data were collected along with the sample attributes such as age, gender, education level, job position, work experience through a non-probability sampling technique (convenience sampling). In convenience sampling, the selection of units from the population is based on easy availability and/or accessibility. While, in random sampling each unit from the sampling frame has an equal probability of being included in the sample. Therefore, in this we used convenience because we collected the data from users who were available at that time and it was easy for us to access them. By using, the Taro Yamane (1967) formulated a formula and assuming 0.5 error, Hence, 200 respondents were targeted initially, through social networking sites and emails, but after the removal of missing responses, the data were reduced to 134 respondents. The instrument also fulfills the criteria of containing no less than 25 items (Hair *et al.*, 2006). Ethical considerations were made by ensuring the respondents that their information would be kept private and also it was made sure that the responses given by them were voluntary.

Demographics

Table 1- Demographic Meta Table

Demographics	Frequency	%
<i>Gender</i>		
Male	81	60.40
Female	53	39.60
<i>Age group (in years)</i>		
Under 25	44	32.84
25-35	71	52.99
35-45	18	13.43
Above 45	1	0.75

<i>Academic Qualification</i>		
Intermediate or below	1	0.75
Bachelor's degree	60	44.78
Master's degree	70	52.24
M. Phill/ PH. D degree	3	2.24
<i>Job position</i>		
Assistant level	47	35.07
Officer Level	41	30.60
Manager	32	23.88
Executive level	14	10.45
<i>Work Experience</i>		
Less than 2 years	45	33.58
2-5 years	43	32.09
5-10 years	27	20.15
10 years and above	19	14.18

We consist male and female, both respondent in which 60.40% were male and 39.60% were female. Regarding age group, the majority (52.99%) fell between 25-35 years, followed by 32.84% under 25 years. Academic qualification shows that 52.24% held Master's degrees, while 44.78% had Bachelor's degrees. Job positions varied, with 35.07% at the assistant level and 30.60% at officer level. Work experience ranged from less than 2 years (33.58%) to 10 years and above (14.18%).

Data analysis and results

Kendall's Tau correlation coefficients matrix

The correlation coefficients are based on 134 observations. The dependent variables are EP (Employee productivity). The independent variables are CD (Career development), CMT (commitment), CM (communication), TR (Training), RE (reward), and WE (Work environment).

Table 2- Kendall's Tau correlation coefficients matrix

Variables	Mean	SD	EP	CD	CMT	CM	TR	RE	WE
EP	4.345	0.587	1						
CD	3.979	0.585	0.484**	1					
CMT	4.200	0.557	0.538**	0.508**	1				
CM	4.243	0.522	0.461**	0.425**	0.519**	1			
TR	4.224	0.505	0.635**	0.508**	0.486**	0.613**	1		
RE	4.228	0.537	0.658**	0.491**	0.574**	0.539**	0.614**	1	
WE	4.139	0.639	0.663**	0.505**	0.615**	0.444**	0.575**	0.557**	1

Notes: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.

Findings align with Sal & Raja (2016), indicating a positive correlation between various factors and employee productivity. Career development, commitment, effective communication, training, rewards, and work environment all demonstrate positive associations with productivity. This suggests that investing in these areas can enhance employee performance and contribute to overall productivity in the organization.

Estimated regression results of career development, commitment, communication, training, reward and work environment on employee productivity in Nepalese commercial banks

The results are based on 134 observations using linear regression model. The linear regression model estimated is: $EP = \beta_0 + \beta_1 CD + \beta_2 CMT + \beta_3 CM + \beta_4 TR + \beta_5 RE + \beta_6 WE + e$, where the dependent variables are EP (Employee productivity). The independent variables are CD (Career development), CMT (commitment), CM (communication), TR (Training), RE (reward), and WE (Work environment).

Table 3- Linear regression model

Model	Intercept	Regression coefficients of						Ad. R_bar ²	SEE	F-Value
		CD	CMT	CM	TR	RE	WE			
1	2.412 (7.846)**	0.486 (6.356)**						0.229	0.515	40.393
2	1.964 (6.00)**		0.567 (7.337)**					0.284	0.496	53.830
3	2.415 (5.783)**			0.518 (5.974)**				0.207	0.522	35.685
4	1.230 (3.700)**				0.737 (9.437)**			0.398	0.455	89.061
5	1.304 (4.270)**					0.719 (10.041)**		0.429	0.443	100.818
6	1.822 (7.274)**						0.609 (10.186)**	0.436	0.440	103.754
7	1.468 (4.250)**	0.285 (3.471)**	0.415 (4.817)**					0.340	0.476	35.193
8	1.058 (2.773)**	0.242 (2.930)**	0.331 (3.597)**	0.220 (2.359)*				0.362	0.468	26.134
9	0.513 (1.407)	0.128 (1.622)	0.270 (3.184)**	0.002 (0.022)	0.516 (5.147)**			0.466	0.428	30.068
10	0.517 (1.517)	0.072 (0.968)	0.119 (1.371)	0.011 (0.120)	0.380 (3.850)**		0.335 (4.383)**	0.532	0.401	31.291
11	0.542 (1.645)	0.077 (1.063)	0.032 (0.368)	0.052 (0.636)		0.399 (4.584)**	0.351 (4.801)**	0.552	0.392	33.755

Notes:

- i. Figures in parenthesis are t-values
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Employee productivity is the dependent variable.

Regression results reveal positive beta coefficients for career development, commitment, communication, training, reward, and work environment, indicating their positive impacts on employee productivity. These findings align with Wahyuni (2021) for career development, Sutarman (2022) for commitment, Kalogiannidi (2020) for communication, Pradhan and Shrestha (2021) for training, Awoniyi et al. (2022) for reward, and Paudel (2016) for work environment. Consistency across studies underscores the importance of these factors in enhancing employee productivity, suggesting that investments in career development, commitment, communication, training, rewards, and work environment can yield positive outcomes for organizational performance.

Conclusion and Discussion

In today's highly competitive environment, the goal of organizations is to recruit, retain, develop and sufficiently stimulate employees to give high quality performance. Every organization wants to have employees with competence in accordance with the needs of their organization, committed to the organization and have high performance. Therefore, any company competing for the best employees. Companies need to do something to attract potential employees. One of the things that can be done to attract potential employees is to establish a pleasant compensation policy, career development program, work environment, flexible work schedule, effective communication, and training and development program as identified by Nagarathanam (2018). The major conclusion of the study is that career development, commitment, communication, training, reward and work environment have positive impact on employee productivity in Nepalese commercial banks.

The study also concludes that training followed by reward and work environment is the most influencing factor that explains employee productivity in Nepalese commercial banks. According to Novitayanti et al. (2020) and Katharina & Dewi (2020) both highlighted the positive and significant effect of career development which aligned with our study. These findings are consistent with the studies of Sparrow & Cooper (2014), on customer service, Sumual et al. (2017) on human capital, Cedaryana et al. (2018) on career development, Anwar (2016) on communication, and Sharma & Sharma (2014) on organizational support. Kandel (2022), Pradhan & Shrestha (2021), and Goet (2022) affirm HRM practices' impact in Nepalese commercial banks. Novitayanti et al. (2020) and Katharina & Dewi (2020) both highlighted the positive and significant effect of career development on job satisfaction and employee performance, underscoring the importance of providing career development opportunities.

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