

THE ROLE OF TRAINING IN ENHANCING EMPLOYEE COMMITMENT

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Abstract

This paper aims to investigate the role of training in building employee commitment. The study uses primary data collected through a questionnaire with a sample size of 350 employees in North Macedonian enterprises. To assess and analyze the data, the simple regression method was used using SPSS software. The findings of the study showed that training is positively associated with employee commitment. Furthermore, the study also conducted hierarchical regression to see the relationship between training and employee commitment when adding company size as a control variable. After controlling for training, employees in micro, small, and medium-sized companies reported higher commitment than those in large companies, with the largest difference observed in micro companies. In addition to the scientific contribution that adds empirical data to the study of the relationship between the importance of training on employee commitment, this study may also have practical implications for organizations in North Macedonia that need to develop training practices within their companies.

Keywords: training, employee commitment, motivation, HR practices.

1. Introduction

Employee commitment is one of the key factors for organizations and human resource management practices. Organizations increasingly emphasize the importance of employees' commitment to their tasks. In a competitive environment, organizations use different strategies to retain committed employees. There are various factors that influence commitment, among which training has received considerable attention from management researchers.

Training and development include various learning opportunities. They prepare employees for specific tasks and also support the process of learning and growth within the organization (Sung & Choi, 2014).

Many researchers over the years have considered training a driver of employee commitment (Owoyemi et al., 2011; Nkosi, 2015; Ocen et al., 2017; Khan & Iqbal, 2020). However, some studies emphasize that training does not have a significant impact on employee commitment (Meyer & Smith, 2000).

The Republic of North Macedonia, as a developing country, has a substantial research gap in the field of human resource management practices. According to a study by Gyimah (2020) on the impact of training on economic development in developing countries across Europe, Asia, and Africa, training is a very important factor in explaining why these countries have a cheap and unskilled labor force. While studying these practices is important for the development of the country, it is equally important to study how training affects organizations, considering that enterprises are generally a source of the country's development. Several studies on the importance of organizational sustainability in North Macedonia emphasize that training is very important for implementing sustainability (Kajtazi et al., 2023; Trajkov, 2026). In North Macedonia, Chatleska

(2019) studied the impact of employee training on company profitability using a sample of 59 organizations, highlighting the limited empirical literature and the need for further research into training practices.

Building on this research direction, this study aims to examine the relationship between training and employee commitment in private organizations in North Macedonia.

The study addresses the following research questions:

RQ1: To what extent is training associated with employee commitment?

RQ2: Does employee commitment differ across company size categories after controlling for training?

Accordingly, the following hypothesis is proposed:

H1: Training is positively associated with employee commitment.

2. Literature review

Training is one of the most studied human resource functions in the field of HRM (Esteban-Lloret et al., 2018). Training is a planned activity by the company that provides employees with the opportunity to acquire skills, knowledge, and competencies to perform their duties (Edition & Noe, 2017). The purpose of training is employee efficiency (Oduwusi, 2018), while scientific studies focus on determining this relationship and the relationships between training, other organizational variables, and organizational growth. On the other hand, the main interest in the impact of employee commitment in organizations began in the 1960s, although its roots may be much earlier (Meyer, 2016). This interest is ever-growing, as researchers strive to find the factors that lead to employee commitment and how to keep employees committed. Furthermore, there are a number of studies that have analyzed the impact of HRM practices on commitment. However, based on our research objective, we analyze studies that link training to commitment.

A study by Ling et al. (2014) investigated training and commitment among 405 employees in China and found that training and employee commitment are positively related. Nkosi (2015) investigated the relationship between training and commitment in a sample of 130 employees in a province in South Africa. The results of the regression analysis showed a positive and significant relationship. Similarly, Muhammad et al. (2020) studied the relationship between training and commitment in a sample of 200 respondents in Pakistan. The authors also added job satisfaction as a mediator and found that training was positively related to commitment and job satisfaction. In a slightly different way, Jaworski et al. (2018) investigated the relationships between training, training satisfaction, employee benefits, and employee commitment. The authors found positive relationships between the variables, suggesting that training and training satisfaction were positively related, which in turn positively influenced employee commitment. Similarly, but in the service sector, Pandey (2020) examined the association between training benefits and employee commitment in Nepal and found a statistically significant and positive relationship between the variables. Grund and Titz (2022) examined the relationship between training and employee commitment by adding company size and other demographic variables as control variables. Their findings suggest that training is positively related to commitment even after including control variables.

These studies provide important evidence of how training benefits are related to employee commitment across different countries and sectors. Building on the studies reviewed above, this research also adds company size as a control variable in a hierarchical regression model. This allows the relationship between training and commitment to be examined while accounting for differences in company size.

3. Research Methodology

This study employs a quantitative cross-sectional design. The study data were collected through a questionnaire and included a sample of 350 employees working in private organizations in North Macedonia.

Training (TR) is the independent variable calculated through several questions using a 7-point Likert scale.

Employee commitment (EC) is the dependent variable, represented by the assessment of employees' statements also using a 7-point Likert scale.

The data were analyzed using IBM SPSS Statistics. Simple linear regression was used to examine the relationship between training and employee commitment while hierarchical regression complemented the results by adding size as a control variable to see if training would continue to be associated with employee commitment after adjusting for the control variables. The company size variable was created with three dummy variables micro, small and medium while large size was set as the reference category. The goodness of fit of the model was assessed using R^2 and adjusted R^2 , while the F-test assessed the statistical significance of the overall model. Standardized and unstandardized coefficients, along with 95% confidence intervals, were used to interpret the association. Statistical significance was assessed at the .05 level.

In addition, Cronbach's alpha was measured to assess internal consistency.

As shown in Table 1, training consists of 2 items and yielded a Cronbach's alpha value of 0.966, while employee commitment, measured with three items, yielded a value of 0.989. These results indicate very high internal consistency.

Table 1. Cronbach's Alpha

Variable	Number of items	Cronbach's α
Training	2	.966
Employee commitment	3	.989

4. Descriptives

Table 2. Sample Characteristics and Descriptive Statistics

A. Company size

Company size	n	%
Large	114	32.6
Medium	58	16.6
Small	71	20.3
Micro	107	30.6
Total	350	100.0

B. Study variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
TR	350	7.00	9.00	8.0486	.54108
EC	350	1.00	7.00	4.0086	1.47663
Valid N (listwise)	350				

Table 2A and 2B provide the descriptive analysis where we note that from the sample of 350 respondents 32.6% worked in large companies, 16.6% in medium-sized companies, 20.3% in small companies and 30.6% in micro companies. As for TR and EC, the mean of TR is 8.05 with a standard deviation of 0.54, while the mean of EC is 4.01 with a standard deviation of 1.48. Both variables had complete data for all 350 respondents.

5. Empirical Results

To examine the relationship between training and employee commitment, simple linear regression was employed. As can be seen in Tables 3 and 4, the model was statistically significant with $p < .001$, $F(1, 348) = 119.220$, while the R-squared value indicates that 25.5% of the variance in employee commitment is explained by variations in training. Table 5 presents the values of $B = 1.379$, $SE = .126$, $\beta = .505$, $t = 10.919$, $p < .001$, which indicate that training and employee commitment are positively related. A one-unit increase in the training score was associated with a 1.379-unit increase in the employee commitment score. Meanwhile, the 95% confidence interval for the coefficient ranged from 1.130 to 1.627, excluding zero.

These findings support the hypothesized positive association between training and employee commitment.

Table 3. Model Summary for the Regression of Employee Commitment on Training

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.505 ^a	.255	.253	1.27622
a. Predictors: (Constant), TR				

Author's calculations using SPSS

Table 4. ANOVA Results for the Regression Model

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	194.177	1	194.177	119.220	.000 ^b
	Residual	566.797	348	1.629		
	Total	760.974	349			
a. Dependent Variable: EC						
b. Predictors: (Constant), TR						

Source: Author's calculations using SPSS

Table 5. Regression Coefficients for Training Predicting Employee Commitment Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-7.087	1.018		-6.958	.000	-9.090	-5.084		
	TR	1.379	.126	.505	10.919	.000	1.130	1.627	1.000	1.000

a. Dependent Variable: EC

Author's calculations using SPSS

Table 6. Hierarchical Regression Model Summary Predicting Employee Commitment

Model	Predictors	R	R ²	Adjusted R ²	ΔR ²	F	p
1	Company size	.881	.776	.774	—	398.981	< .001
2	Company size and training	.902	.814	.812	.038	377.607	< .001

Source: Author's calculations using SPSS.

Note: N = 350. Model 1: F(3, 346); Model 2: F(4, 345). ΔR² represents the additional variance explained after adding training. F values refer to the overall models.

As shown in table 6, 77% of the variation in employee commitment is explained by company size. When we add training, this variance increases to 81.4%, representing an additional 3.8 percentage points.

Table 7. Hierarchical Regression Coefficients Predicting Employee Commitment

Model	Predictor	B	SE	β	t	p	95% CI for B	VIF
1	Constant	2.333	.066	—	35.475	< .001	[2.204, 2.463]	—
1	Medium company	1.443	.113	.364	12.736	< .001	[1.220, 1.665]	1.259
1	Small company	2.300	.106	.627	21.667	< .001	[2.092, 2.509]	1.294
1	Micro company	3.171	.095	.991	33.549	< .001	[2.985, 3.357]	1.346
2	Constant	-3.054	.642	—	-4.758	< .001	[-4.317, -1.792]	—
2	Medium company	1.421	.103	.358	13.758	< .001	[1.218, 1.625]	1.259
2	Small company	1.663	.123	.454	13.538	< .001	[1.421, 1.905]	2.082
2	Micro company	2.916	.091	.911	31.925	< .001	[2.737, 3.096]	1.512
2	Training	.696	.083	.255	8.431	< .001	[.533, .858]	1.696

Source: Author's calculations using SPSS.

Note. $N = 350$. Dependent variable: EC. Large companies are the reference category for company size. B = unstandardized coefficient; SE = standard error; β = standardized coefficient; CI = confidence interval; VIF = variance inflation factor.

Table 7 shows how the employee commitment scores change when we set company size as a control variable. Based on the results, the relationship between training and employee commitment continues to be positive ($B = .696$, $SE = .083$, $\beta = .255$, $p < .001$; 95% CI [.533, .858]). Meanwhile, compared to large companies, employees in medium, small, and micro companies have higher commitment scores holding training constant ($B = 1.421$, 1.663 , and 2.916 , respectively; all $p < .001$). The VIF values are also between 1.259 to 2.082, which means that we do not have a problem with multicollinearity.

6. Discussion

Referring to the results, training is positively related to employee commitment in a sample of 350 employees in private organizations in North Macedonia. The simple linear regression model shows that 25.5% of the variations in employee commitment are explained by the variations occurring in training. The beta coefficient is positive $B = 1.379$, $\beta = .505$, with statistical significance $p < .001$, which suggests that employees who receive more training exhibit higher job commitment. It is also found that respondents with higher training scores also reported higher commitment. These findings are in line with prior study findings Ling et al. (2014); Nkosi (2015); Muhammad et al. (2020); Jaworski et al. (2018); Pandey (2020). To further deepen the analysis, we added company size as a control variable through hierarchical regression. Based on the results from the hierarchical regression, company size as a single variable explained 77.6% of the variance in employee commitment, while the addition of training increased the explained variance to 81.4%. These findings are consistent with the study by Grund and Titz (2022) who examined the relationship between training and employee commitment and their results showed that the relationship remained positive even after adding company size as a control variable. . Employees in medium, small, and micro companies had significantly higher commitment than those in large companies, after

controlling for training While, the largest estimated difference was observed for micro companies with $B = 2.916$, followed by small companies $B = 1.663$ and medium-sized companies $B = 1.421$. This can be explained by the fact that in smaller organizations communication with employees is more direct and the results of training provide greater commitment to work.

These results suggest that managers should train employees and training should be considered as an important human resource development practice.

7. Conclusion

This study investigated the relationship between training and employee commitment in private organizations in the Republic of North Macedonia, in a sample of 350 employees. The simple regression model showed that the relationship between training and employee commitment was positive. The model explained 25.5% of the variations in employee commitment by the variations caused by training. While from the hierarchical regression when we added the size of the company as a control variable the additional contribution of additional training after controlling for the size of the company was 3.8 percentage points. These findings indicate that training remains important when considering the differences in the size of the organization.

The results also suggest that employees in micro, small and medium-sized companies gave higher commitment scores than those from large companies after controlling for training.

For managers, the findings suggest that training should be considered as a strategy to increase employee commitment.

8. Limitations and further directions

In addition to the contributions that this study makes by complementing previous studies in this field and filling the gaps in the relationship between training and employee commitment related to company size in organizations in the Republic of North Macedonia, it also has its limitations. First, the cross-sectional approach does not establish causality between training and employee commitment. Second, the questionnaire data are self-reported. Another limitation is that the study focuses on a sample of 350 employees in private organizations in North Macedonia, which limits the generalizability of the findings to other sectors and countries.

Future research should focus on longitudinal data and examine how changes in training practices relate to commitment over time and also include other variables to see how training impacts different organizational processes.

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