

Effect of Human Resource Management Practices on Employees' Commitment in Telecommunication Industry, a Case of Rwanda Telecommunication

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ABSTRACT

This study sought to investigate the effect of Human Resource Management Practices on employees' commitment in the Telecommunication industry. The specific objective of the study includes to assess the effect of employee resourcing on employees' commitment in the Tele-Communication Industry, to evaluate the effect training on employees' commitment in the Tele-Communication Industry, to assess the effect of rewarding on employees' commitment in the Tele-Communication Industry and to determine how career management affects employees' commitment in the Tele-Communication Industry. The study used the intellectual capital theory, human relations theory, resource-based theory and the learning organizational theory to support the study. This study adopted a mixed research design. The study targeted 4 telecommunication institutions in Rwanda namely MTN Rwanda, Airtel Rwanda, VOH Radio, Trans-Africa telecommunications. The total target population was 274 respondents and focused on a sample size of 103 respondents. The study used stratified random sampling technique as the sampling technique. The researcher collected primary data using structured and unstructured questionnaires. Data was analyzed using inferential statistics and processed using Statistical Package for Social Sciences (SPSS) Version 22, multiple regression analysis was used to establish the relations between the independent and dependent variables. ANOVA was used to test the hypothesis and was based on the alpha level or the significance level. Research findings were presented in form of frequency distribution graphs, pie charts and tables. The study found that HRM practices of employee resourcing, training and development, rewarding and career management had a positive and significant effect on employees' commitment. The study findings revealed that employee resourcing strategy helps organizations to get the most suitable workforce with appropriate qualities, knowledge and capabilities. Training was also found to increase the motivation levels of employees through instilling knowledge, skills and abilities. Findings led to the conclusion that human resource management practices had a positive effect on employees' commitment in the telecommunication industry in Rwanda. The study recommends that employee resourcing, training and development, rewarding and career management should be considered and implemented by telecommunication companies in order to enhance employees' commitment. This will enhance employees' commitment and in turn improves the performance of the organization.

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KEYWORDS: Human Resource Management, Human Resources, HR Management Practices, Career Management, Career Development or Career Development Planning, Employee Commitment, Employee Resourcing, Rewarding, Telecommunication, Telecommunication Network, Training

1. INTRODUCTION

1.1. Background of study

The starting point to this approach of employee commitment is the identification of key talent positions or groups, rather than individuals. This

reflects the increasing recognition that there should be a greater degree of differentiation of roles within organizations, with a greater focus on strategic rather

than non-strategic jobs (Becker & Huselid, 2011), or between those organizational roles which promise only marginal impact compared to those which can provide above-average impact (Boudreau & Cascio, 2012). Thus, central to the concept of employee's commitment is the systematic identification of key positions which differentially contribute to the organization's sustained competitive advantage within the global arena. Success in today's competitive market depends less on advantages associated with economies of scale, technology, patents but are more derived from organizational human resources and high involvement of human resource management practices (Quresh et al., 2010). For an organization to be more effective, it should have skillful and innovative employees to work and should also try to retain them. There are different HR Practices which an organization combines to manage its human resources. Organizations should always combine a number of best HR practices which should be implemented for the survival and sustainability of the organization. Human resource practices enhance internal capabilities of an organization to deal with current or future challenges to be faced by an organization (Caillier, 2012).

Good HR practices also energize employees working in the organization and the commitment and motivation built through good HR practices can lead to improved performance. The culture so built can help to create a sustainable and lasting capability of the organization to manage itself and not only cope with the external turbulence (Drucker, 2013). Good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organization, high motivation to serve the public and strong intentions to work for the organization willingly and devotedly (Kruise, 2012). Makokha et al. (2017) asserts that today's organizations should consist of fast, flexible and dynamic teams of enthusiastic, motivated, creative and fully self-expressed people. According to Horwitz and Budhwar (2015) human resources will have to play a substantial role in the business in order to perform the tasks professionals should perform. The ability to lead any change process, innovation, problem solving, and the leadership ability to influence the organization, are all newer roles and competencies of human resources that every employee should have, especially in the Telecommunication industry (Swanson & Richard, 2013). It is clear that human resource management practice plays an essential part in influencing employees' commitment and their intention to stay with the organization.

Therefore, it is important to understand which human resource management practices are important in the day to day running of a firm and how these specific practices influence employee commitment as it is all about developing the skills and knowledge, retaining and boosting staff morale by effectively promoting job satisfaction in the workplace (Meyer, 2016). Human resource management practices and the organization structure should be managed in a way that is congruent with organizational strategy so that it can contribute positively to employee commitment (Collings et al., 2017). The organization structure encompasses the human resource cycle, which consists of four generic processes or functions that are performed in all organizations. These are employee resourcing which matches available human resources to jobs; training, which is responsible for instilling knowledge to the employees; rewarding which is one of the most under-utilized and mishandled managerial tools for driving organizational performance; and career management which is responsible for identifying employees with high potential for professional growth (Armstrong, 2015).

Many poor African countries have lost some of their highly skilled professionals to the United States, Canada, France, the United Kingdom, Australia and the Gulf States (Garavan & Heraty, 2016). Organizations in most countries in Africa have not been able to recruit and retain well-trained and skilled personnel due to several challenges which include poor compensation, and an uncompetitive working environment (Kruise, 2012). These factors lead to low self-esteem in employees and hence lack of employee's commitment and the migration of human resources to other countries offering better compensation.

There is a huge demand in Egypt for skilled professionals of all types, particularly those with technical or quantitative skills such as telecommunications engineers, information technologists, financial planners and investment bankers (John & Elyse, 2010). They further observed that since the oil boom began in the Gulf region, the temptation for Egypt's best and brightest professionals to take up more lucrative positions abroad has been strong. The exodus of highly skilled professionals to Europe and the United States is a daily occurrence in many African countries such as Nigeria, Ghana, Kenya and Ethiopia, and is largely responsible for talent scarcity.

1.1.1. The Rwandan Perspective of Employees' Commitment

Employee commitment results in increased job satisfaction, increased job performance, increased

total return to shareholders, increased sales, decreased employee turnover, decreased intention to leave, decreased intention to search for alternative and decreased absenteeism (Kibui, 2014). With this in mind, employee commitment should be viewed as an organizational necessity. Organizations with difficulty in retaining competent employees will find it hard to optimize performance. There are not only the immediate expenses of the recruitment process, but other hidden costs such as management time and lost productivity as new employees take time to become effective in their roles (Kiiru&Muraga, 2015).

Evidence derived from social science research have shown that there is a broad agreement amongst commentators that high commitment work practices do improve performance, labor productivity and the quality of service (Owoyemi et al., 2011). Although researchers such as (Gathungu et al., 2015) have argued that the majority of previous studies have looked at high commitment work practices from the employer's perspective, and the over dependence on such perspectives can sometimes be misleading and will not present the real impact of employee commitment which results in positive outcomes in organizational performance. Nevertheless, when employees positively interpret high commitment work practices, it will sequentially increase their commitment to the organization, thereby increasing their individual performances and hence organizational performance will also increase (Owoyemi et al., 2011).

In a study conducted by Njiru (2008) challenges facing state corporations in Rwanda among other things include shortage of human resources both in the headquarters and in the field. This occurrence has undermined effective and efficient service delivery in Rwanda which is a pointer to employee commitment and retention policies in these organizations. Organizations that invest in committed employees are unlikely to lose them to competitors. Committed employees strive to achieve organizational ideals in circumstances that are sometimes extremely extraordinary, and this may involve personal sacrifice among other factors. These attributes are both necessary and desirable and organizations will want to retain employees of this nature.

1.1.2. Tele-Communication Industry in Rwanda

The Tele-communication industry in Rwanda, just like the rest of the world, is going through profound changes. In the past decades, technological advancement and regulatory restructuring have transformed the industry. Markets that were formerly distinct, discrete, and vertical have coalesced across

their old boundaries with a massive investment of capital; much of its originating from private sector participants. The result is new markets, new players, and new challenges including staff restructuring which cause dissatisfaction because of changes caused by market liberalization. Rwanda's telecommunications market has undergone considerable changes since the landing of fiber-optic international submarine cables in recent years.

The Rwandan telecommunication industry experienced strong growth in the year 2004 and the same is likely to continue over till the years to come. With increasing subscribers for both mobile and fixed line sectors, the Rwandan telecommunication industry is anticipated to post healthy growth rates in the coming years. With competition heating up between the four mobile subscribers in the country, network expansion is going to play a key role in driving the industry till 2021 and throughout the coming years (Dilhac, 2011). Since the beginning of the liberalization of the telecommunication sector in 2004, Rwanda has seen fast internet growth and even faster mobile phone growth. People can ask question who owns MTN Rwanda? Speaking about the new standalone firm, MTN Rwanda CEO, MitwaNg'ambi said, "We are very glad to announce the establishment of Mobile Money Rwanda Ltd as a wholly owned subsidiary of MTN Rwanda. One of the key pillars in our strategy is to establish platforms that our customers find valuable.

The researcher therefore has a justification for the choice of the Tele-Communication Industry as the target population in employee's commitment. This is because the human resource management practices are more likely to be found in the Tele-Communication Companies than in other Companies.

1.2. Statement of the Problem

Employees' commitment in organizations is a complex discipline, encompassing a wide array of programs and processes. For such initiatives to be successful, a concrete talent strategy for employee's commitment must serve as a constant guide, providing direction for how the organization will attract, deploy, train, develop, and reward employees, while always reflecting the key business goals of the organization. Successful organizations embed their employee's commitment strategy into the overall strategic planning process, integrating individual programs and practices to ensure they are all driving towards the same set of objectives (Becker & Huselid, 2011). Organizations today face formidable talent challenges.

The ability to attract and sustain a steady supply of critical talent to enhance employee's commitment in

organizations is a challenge facing most if not all organizations worldwide, hence no strategy can be effective without the support of senior leadership and management and employee's commitment is certainly no exception. In the past, HR struggled to convince business leaders to invest their time and money in commitment of employees (Boselie et al., 2005).

They increasingly recognize the critical linkage between effective employee commitment practices and organizational success. Unfortunately, most organizations are still struggling to institutionalize effective employee commitment practices and programs (Langenegger et al., 2010). Human resource management practices emphasize the important role played by the human capital component in the organizational competitiveness and response capacity of organizations (Korir&Kipkebut, 2016). Human capital is proposed as one of the key resources on which organizations build their competitive advantage (Gathungu, Namusonge&Iravo, 2016).

Specifically, this study focuses on HRM practices which suggest that investment in employees and show of recognition of employee contributions enhances their commitment in the organization. Review of the past studies conducted in Rwanda on employee's commitment has shown that there exists a relationship between human resource management practices and employee commitment. Kibui (2014) investigated the role of talent management on employee's retention in States Corporation in Rwanda. Ng'ethe (2013) assessed the determinants of academic staff retention in Rwandan public universities. Agoi (2017) investigated the influence of human resource management practices on employee satisfaction in public sectors. Although studies have been done to link human resource management practices to employee commitment, limited focus has been given to the Tele-communication industry in Rwanda. It is against this background that this study is undertaken to address this research gap and provide a better understanding through empirical evidence of the effect of HRM practices on employee commitment in the telecommunication industry in Rwanda.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the study was to establish the effect of human resource management practices on employees' commitment in the Tele-communication industry in Rwanda. Specifically, the study will achieve the following objectives:

1. To assess the effect of employee resourcing on employees' commitment in the Tele-Communication Industry in Rwanda.

2. To evaluate the effect of training and development on employees' commitment in the Tele-Communication Industry in Rwanda.
3. To assess the effect of rewarding on employees' commitment in the Tele-Communication Industry in Rwanda.
4. To determine how career management affects employees' commitment in the Tele-Communication Industry in Rwanda.

1.4. Research Hypotheses

1. Employee resourcing affects employees' commitment and their performance in the Tele-Communication Industry in Rwanda.
2. Training and development affect employees' commitment and their performance in the Tele-Communication Industry in Rwanda.
3. Rewarding affects employees' commitment in the Tele-Communication Industry in Rwanda.
4. Career management affects employees' commitment and performance in the Tele-Communication Industry in Rwanda.

1.5. Significance of the Study

The study findings would be beneficial to various stakeholders as follows:

1.5.1. Management of Organizations

The study findings can help organizations in evaluating the importance of human resource management practices on employee's commitment and in line with their performance in terms of profitability, productivity, sale increases, return on investment and competitiveness. These organizations are becoming more aware of the importance of human resource management practices in this era and this study adds emphasis on the link between human resource management practices and employee's commitment. These organizations will be in a position to understand the various human resource management practices including employee resourcing, training, rewarding and career management which will help in improving employee's commitment. The study findings inform organizations top management on which components of human resource management practices have a better link to employee's commitment and hence save on costs of conducting research on their organization because they can rely on this study findings. This study will not only benefit organizations in Rwanda, but it will be of significance to other African developing countries and especially members of the East African community which are culturally, economically, and politically similar to Rwanda. The

study will also benefit potential investors when making decisions on which organizations to invest in.

1.5.2. Policy Makers

The findings provide the policy makers at the executive level with viable opportunities to revise policies related to HRM practices for employees' commitment such as policies on employee rewarding, sourcing the right human capital into the organization, policies on training and retaining employees, and policies on career management. This enables organizations to come up with strategies to follow, if need be, to achieve sustainable competitive advantage through employee's commitment instead of focusing on mere competitive advantage which all organizations in the same industry are capable off.

1.5.3. Human Resource Experts

Human resource experts will have adequate information while guiding different managers on the practices to put in place to gain positive effect on employee's commitment which in the long run will help them realize improved performance. Every organization has a set of practices they follow when determining their greater effectiveness of employee's commitment. Through this study, HR specialists can give proper details to the organizational managers as they carry out their duties.

1.5.4. Other Academicians and Researchers

Finally, the study will be of great benefit to other academicians and researchers who would like to pursue the subject further given the exceptional dearth of local data in this particular field. The study will be of great significance to these academicians and researchers as it provides some research gaps that give room to other researchers in the same field. This is because the researcher has given recommendations for further research that more research should be carried out to find out the impact of the other human resource management practices on employee commitment.

1.6. Scope of the Study

The study focused on the effect of human resource management practices on employee's commitment in the telecommunication industry in Rwanda. Human resource management practices of employee resourcing, training, rewarding and career management were the independent variables and employee's commitment the dependent variable. The scope of the study aimed to survey the Tele-Communication sector in Rwanda and the study targeted 4 telecommunications. This gave a total target population of two hundred and seventy-four respondents. The study was conducted in Rwanda in 4 telecommunication industries.

This was of essence because the Tele-communication industry is one of the hypercompetitive industries in Rwanda where most of the Rwandan citizens rely on in their day-to-day communication. There have been high labor turnovers within the Rwanda Tele-communication industry and this necessitated the scope of the study (Eugenio, 2016).

1.7. Limitations of the Study

A limitation is a restriction in a study that may decrease the credibility and generalization of the research findings. First, the findings could have been influenced by the researcher's subjectivity. The researcher addressed this by comparing personal views with literary sources so as to minimize subjectivity. Secondly, the area of employee commitment in the Tele-communication industry has scarce empirical literature which created a limitation of informing the current study adequately. The researcher referred to past studies incorporating the developed and the developing countries in order to give more insight to the area of study. Some respondents of the organizations were reluctant to participate in the study due to the confidentiality nature of the information. The Tele-communication Companies considered some information as confidential and hence could not be willing to reveal most of it. The study, however, will overcome the limitations by having a letter of introduction from the AZTECA University to ensure the respondents that the provided information would be used for academic purposes only and would therefore be treated with confidentiality.

2. Methodology

2.1. Introduction

The purpose of this study was to investigate the effect of human resource management practices on employee's commitment in the Tele-Communication Industry in Rwanda. This chapter sets out the methodology that was used to achieve the objectives of the study. The methodology includes the research design that was employed by the study, the sample and the instruments that were used in data collection, the systematic research procedure and techniques that the study used in collecting and analyzing the data.

2.2. Research Design

The research adopted a mixed research design to establish the effect of human resource management practices on employee's commitment in Tele-Communication Industry in Rwanda. This design was used in the research to allow the researcher to gather information, summarize, present and interpret it for the purposes of clarification (Saunders, 2012). The design was suitable for this study as it allows the collection of information for independent and

dependent variables using structured and unstructured questionnaires (Zikmund et al., 2010). The study adopted mixed research design using both quantitative and qualitative approaches (Saunders, 2012). Quantitative approach emphasizes measurement and data analysis in numerical form to give precise description, and in addition places emphasis on methodology, procedure and statistical measures to test hypothesis and make predictions (Waiganjo, 2013). Furtherance to this, quantitative approach strives for precision by focusing on items that can be counted into predetermined categories and subjected to statistical analysis (Simiyu, 2012). Qualitative approach on the other hand enables collection of data in form of words rather than numbers which provides verbal descriptions rather than numerical (Ng'ethe, 2013).

2.2.1. Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analyzed, and used. This study adopted both positivist and interpretivist research philosophies. Positivists claim there is a single, objective reality that can be observed, measured, and generalized without bias using standardized instruments (Tracy, 2012). This philosophy required the use of questionnaires for data collection and statistical analysis such as hypotheses testing and random sampling (Tracy, 2012). This philosophy was successfully used by Muma (2018) in his PhD thesis. Interpretivists contend that only through the subjective interpretation of an intervention can that reality be fully understood (Cooper & Schindler, 2014). They suggested the study of phenomena in their natural environment, together with the acknowledgment that social scientists cannot avoid affecting those phenomena they studied. This philosophy was successfully used by Makokha (2017) and Makhamara (2017), in their PhD thesis.

2.3. Target Population

According to Crowther and Lancaster (2012), target population is the larger population to which the researcher ultimately would like to generalize the results of the study. In this case there are four Telecommunication Companies namely, Airtel Rwanda Ltd, MTN Rwanda Ltd, Voice of Hope-Radio broadcasting communication, Trans Africa telecommunications (Internet service Provider in Kigali), giving a total target study population of two hundred and seventy-four respondents (274).

2.4. Sampling Frame

A sampling frame is a list of all items where a representative sample is drawn from for the purpose of research (Waiganjo, 2013). Ng'ethe (2013) argues

that a sampling frame enables the researcher to draw reasonably adequate random sample where all members of the population of interest gets an equal chance of being selected for the sample. In this study, the sampling frame is a list of all the four Tele-Communication Companies in Rwanda.

The rationale for choosing the Tele-Communication Industry in Rwanda is informed by the fact that when considering the value and importance of human resource management practices inform of employees' commitment, one needs to look no further than the contribution of the company to the economic growth of the country as well as the effectiveness and efficiency the company offers to its country's citizens Ng'ethe (2013)

2.5. Sample and Sampling Technique

A sample is a portion or part of the population of interest. The purpose of sampling is to gain understanding about some features or attributes of the whole population based on the characteristics of the sample (Zikmund et al., 2010). The study first divided the population into six strata's namely shop managers, stock controllers, team leaders, direct sales representatives, direct sales agents and customer care representatives. The researcher used stratified random sampling in order to achieve the desired representation from various subgroups in the Tele-communication companies.

2.6. Data Collection Instruments

Kumar (2011) defines data collection tools as the instruments used to collect information in research or the methods employed to collect research data. The choice of the methods to use is influenced by the nature of the problem and by the availability of time and money (Cooper & Schindler, 2013).

2.6.1. Primary Data

Primary data is the data which is collected afresh and for the first time and thus happen to be original in character (Tracy, 2012). Louis et al. (2007) describes primary data as those items that are original to the problem under study. Primary data was collected by use of the structured (closed-ended) and unstructured (open-ended) questionnaires that captured the various variables of the study. The questionnaires were designed to address the specific objectives and to test the hypothesis (Mugenda & Mugenda, 2009). The structured questions were aimed at giving precise information which minimized information bias and facilitated data analysis whereas the unstructured questions were used to allow respondents freedom to express themselves as well as make suggestions. A questionnaire is a data collection tool designed by the researcher and whose main purpose is to communicate to the respondents what is intended, and

to elicit desired response in terms of empirical data from the respondents in order to achieve research objectives (Crowther & Lancaster, 2012). It is a means of eliciting the feelings, beliefs, experiences, perceptions, or attitudes of some sample of individuals (Cooper & Schindler, 2014).

Questionnaires were the main data collection instrument used to collect data on the independent variable's employee resourcing, training, rewarding and career management and the dependent variable employee's commitment. Three research assistants were engaged to mainly make follow ups of the administered questionnaires.

2.7. Data Collection Procedure

The study obtained an introduction letter from the university which was presented to each shop manager in the branch so as to be allowed to collect the necessary data from the respondents. The study administered a total of 102 questionnaires to the study population as a tool to capture the required data. The choice of the questionnaires has been arrived at because of the ease of administration. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher used the services of three research assistants to mainly make follow ups of the administered questionnaires.

2.8. Pilot Study

In order to test to improve the validity of the instruments, the study first pre-tested the questionnaire in a pilot study. The response from the pilot study made the study make some changes in the questionnaire to enhance its validity. The results obtained from the questions were discussed again with the respondents in the pilot study. Piloting was important because it helped the researcher to identify misunderstandings, ambiguities, or inadequate items. Each respondent was given a questionnaire and was asked to answer all the questions.

2.9. Data Analysis and Presentation

Data analysis was guided by the research objectives presented. Once the questionnaires had been administered, the of raw data collected from the field were systematically organized to facilitate data analysis. Descriptive statistical analysis was carried out in accordance with the study objectives by use of (SPSS) version 22 program that assisted in generating frequency distribution graphs, pie charts, and tables. Goodness of measure was done through testing of reliability and the validity. Reliability was done by testing for both consistency and stability. Consistency indicated how well the items measuring the concepts hang together as a set. Cronbach Alpha was used to

measure reliability. Factor analysis was used to test for the validity of the data.

2.9.1. Quantitative Analysis

Quantitative data was analyzed using Statistical Package for Social Sciences (SPSS) Version 22. Precisely, this study needed to establish relationship between the independent variables employee resourcing, training, rewarding and career management and employee's commitment as the dependent variable. All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics and frequencies were estimated for all the variables and results presented inform of frequency distribution graphs, pie charts and tables. Descriptive statistics was used because it enables the researcher to meaningfully describe distribution of scores or measurements using few indices (Picardi&Masick, 2013).

Presentation of the findings was done through frequency distribution graphs, charts and tables. Tables present the simplest way of summarizing data for individual variables so that specific values can be read (Eriksson & Kovalainen, 2008).

2.9.2. Qualitative Analysis

Qualitative content analysis is defined as research method for the objective interpretation of content of text data through the systematic classification process of coding and identifying themes or patterns (Tracy, 2012). Content analysis has also been defined as an approach of empirical, methodological controlled analysis of texts within the context of communication by following content analysis rules and step by step models, without rash quantification and any qualitative data reduction and sense making effort that makes a volume of qualitative material and attempts to identify core consistencies and meanings (Kumar, 2011).

It goes beyond just counting words or extracting objective content from text to examine meanings, themes and patterns that may be manifested in a particular text (Picardi&Masick, 2013). It allows the researcher to understand social reality in a subjective but scientific manner. Since there were some open-ended questions in the questionnaires, the researcher used content analysis approach of data analysis.

2.9.3. Measurement of Variables

Employee's commitment was the dependent variable of the study. It comprised the actual output or results of employees' commitment as measured against its intended outputs (Gold et al., 2016). For conducting the analysis in this study, the dependent variable,

employees' commitment, was measured by employee's discretion effort, job satisfaction, turnover intentions and human capital investment of the Tele-Communication Companies in Rwanda.

Employee resourcing is a strategic human resource management technique that focuses on identifying the best employees for employment within an organization (Armstrong, 2014). Employee resourcing was an independent variable in the study, and it was measured by external talents, resourcing plans, retention strategy, flexibility strategy and employer branding. Training was an independent variable in the study. It was defined as a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational setting (Schuler et al., 2017). The elements that measured training were learning and development plans, coaching, career support, in-house development programs, availability of coaching by line managers, existence of appropriate learning and development strategies, feedback, and availability of training need identification. Rewarding was another independent variable in the study. It refers to a process through which employers or business owners make conscious efforts to reward and award their employees not just to acknowledge their work, but also to motivate them to continue with the same passion (Snell et al., 2013). Employee rewarding was measured by existence of total reward strategy, compensation plan, career development and competitive compensation. Career management was an independent variable in the study. It can be defined as combination of structured planning and the active management choice of one's own professional career (Scott, 2014). Career management was measured by existence of career support, potential professional growth, career-pathing, organizational needs versus individual needs, career planning, and employee growth and progression facilities.

2.10. Diagnostic Tests

The study conducted the following diagnostic tests, normality, sampling adequacy test, multicollinearity, and autocorrelation. The purpose of the diagnostic tests was to ensure that all the assumptions for linear regression are satisfied (Mullen, 2012).

3. Data analysis

3.1. Introduction

This chapter presents the research findings and results of the study. The findings and discussions are in line with the variables and objectives of the study and are based on mixed research design. Results from the study are systematically presented in line with four specific objectives beginning with findings on

demographic characteristics of respondents in the study. For each specific objective, patterns were investigated, interpreted and implications drawn on them. The chapter also reviews the results of statistical analysis to test the research hypothesis as well as presenting discussions of the results and implication arising from the findings.

3.2. Response Rate

The study targeted a sample size of 103 respondents of which 95 filled in and returned the questionnaires making a response rate of 92.3 %. According to Mugenda and Mugenda (2009), a response rate of 50% is considered adequate for analysis and reporting, 60% is rated good while any response rate over 70% is an excellent response rate. This response rate was attributed to the fact that the researcher administered the questionnaires personally and took ample time to conduct the study. This response rate was therefore considered representative of the respondents to provide information for analysis and derive conclusions.

3.3. Results for Pilot Study

Prior to the main study, a pilot test was conducted that primarily tested the relevance and reliability of the research instruments. The aim was to test the reliability and validity of the questionnaire. According to Sekaran (2006) a pilot study is conducted when a questionnaire is given to just a few people with an intention of pre-testing the questions.

Pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample (Cooper & Schindler, 2011). It assists the research in determining if there are flaws, limitations or other weaknesses within the interview design and allows him or her to make necessary revisions to the questionnaire prior to the implementation of the study (Kvale, 2003).

3.3.1. Reliability Test Results

In this study, the reliability of the instruments was tested using Cronbach alpha which was used in the research to verify the reliability of the construct. A total of 10 questionnaires were obtained among employees of the Telecommunication Companies in Rwanda.

3.3.2. Validity Test Results

The study relied on instruments developed in other related studies as well as concepts generated from a broad range of appropriate literature and experts' opinion. Content validity is based on the extent to which a measurement reflects the specific intended domain of content. Content validity was ensured by designing instrument according to the study variables

and their respective indicators of measurement; construct validity, was maintained through restricting the questions to the conceptualizations of the variables and ensuring that the indicators of a particular variable fall within the same construct.

3.4. Demographic Information of the Respondents

The study sought to establish the demographic data of the respondents. The researcher begun by the general analysis of the demographic data gotten from the respondents which included, gender of the respondent, level of education of the respondent, and how long the respondent has worked in the organization.

Demographic information was necessary to ensure a fair distribution of the respondents, to allow equity of representation of views and further help support the validity of data generated across the sample population. The main purpose of this was to find out any trend from the respondents' profile that was directly linked to the variables of the study.

3.4.1. Distribution of the Respondents by Gender

The respondents were asked to state their gender. On respondents' gender distribution, the study established that majority of the respondents 52.6% were female whereas 47.4% of the respondents were male. This implies that respondents were well distributed in terms of their gender and thus the findings of this study did not suffer from gender biasness. Gender refers to either male or female sex. It is difficult for an organization to retain their employees if they are not sensitive to gender parity. Empowering of employees require that both genders are to be considered through proactive affirmative policies.

3.4.2. Distribution of Respondents by Education Level

The study established that, 42.1% of the respondents were university graduates, 35.8% of the respondents held college diploma certificate, 12.6% of the respondents held Certificates whereas 9.5% of the respondents were postgraduates. This showed that most of the respondents were knowledgeable and gave valid, reliable, and more accurate responses regarding the objectives. Due to globalization employee commitment becomes a major challenge to all organizations including in the telecommunication industry. Level of education is key if firms are to achieve their mandate. The level of education is therefore very important in this respect.

3.4.3. Period of Service in the Organization

The respondents were asked to state how long they have worked for the organization they are in. On the

period which the respondent had served the organization, the research revealed that; majority of the respondents above, 47.4% had served for a period of 5 - 10 years, 21.1% of the respondents had served more than 10 years, 14.7% of the respondents had served for a period of 3-5 years, 12.6% of the respondents had served for a period of 1 - 3 years whereas 4.2% had served for a Less than 1 year. This implies that the respondents have worked in their respective telecommunication companies for a long period of time and therefore they were more likely to be aware of the issues that the study was investigating.

3.5. Descriptive Results

This section contains descriptive analysis of the study variables. These include averages, standard deviation, and percentages.

3.5.1. Descriptive Analysis for Employee Resourcing

The study sought to assess whether employee resourcing affects employee commitment in the organization. Respondents' opinions on the influence of employee resourcing on employee commitment to the organization from the research findings, majority of the respondents 95.8% agreed that employee resourcing affects employee commitment in the organization whereas 4.2% of the respondents were of the contrary views. This implies that employee resourcing affects employees' commitment in the organization. This statement is as evidenced by Lyria, Namusonge and Karanja (2014) who says that resourcing strategy ensures that the organization obtains and retains the people it needs and employs them efficiently. Lyria et al. (2014) in addition says that the objective of resourcing strategy is to find the most suitable workforce the organization needs, with the appropriate qualities, knowledge, capabilities, and potential for future training.

The findings are consistent with those of Armstrong (2011) who argues that employee resourcing strategy seeks to retain employees by providing better opportunities and rewards than others and by developing a real organizational culture. These findings are also consistent with those of Iles et al. (2010a) who asserted that attracting and retaining talents, focused on exclusive-people model, are the two fundamental necessities of employee's commitment. Iles et al. (2010b) in addition asserts that the first step that employee's commitment to organization should focus on is "talent pool", which can be both internal and external to the organization. Thus, the "employer brand" and "employee segmentation" is to emphasize on resourcing of employees in employee's commitment.

3.5.2. Descriptive Analysis of Training and Development

Results from sampled employees on whether training and development affects employee commitments in the organization, results are shown as follows

Opinion	Frequency	Percentage
Yes	78	82.1
No	17	17.9
Total	95	100

From most of the respondents as shown by 82.1% agreed that training affects employee commitment in the organization whereas 17.9% of the respondents were of contrary views. This implies that training and development affects employees' commitment in the organization. This statement concurs with that of Carins (2009) who noted that it is necessary that organizations should conduct continuous training of their high performers for potential new positions, recognize their knowledge gaps and implement initiatives to boost their competencies and certify their retention.

The statement is also supported by Horwitz and Budhwar (2015) who found that in Europe and US, corporate universities have become one of the most significant sources of corporate development and training and corporate universities are recognized as a core aspect in the strategic creation of employee's commitment in the organization. In order to best capture the emerging scenario on the effect of training on respondent's commitment to the organization, closed-ended statements were asked. Table 4.5 below presents percentage response occurrence from each of the 10 statements.

3.6. Diagnostic Tests Results

The study conducted the following diagnostic tests: normality, multi-collinearity, autocorrelation, and sample adequacy. The purpose of the diagnostic tests was to ensure that all the assumptions for linear regression are satisfied.

3.6.1. Multivariate Normality

Linear regression analysis requires all variables to be multivariate normal. If the residuals are not skewed, that means that the assumption is satisfied. In this study, normality was tested by using skewness and kurtosis.

The findings show that the smallest value for skewness is 0.514 (employee resourcing) while the largest is 1.331 (training). The smallest value for kurtosis is 0.327 (career management) while the largest is 1.444 (employee commitment). The data therefore shows that the data is normal because all the skewness and kurtosis values are between +/-1.5.

According to George and Mallery (2010) the values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution.

3.6.2. multi-collinearity

A crucial assumption is the no-multi-collinearity assumption, which is indicated by a high degree of correlation among several independent variables. Multi-collinearity results in unstable parameter estimates which makes it very difficult to assess the effect of independent variables on dependent variables. To test for multi-collinearity, the study conducted collinearity diagnostics in SPSS.

3.7. Correlation Analysis

In this section, the study presents the research finding on the Pearson product moment correlation. Pearson product moment correlation was conducted to determine the strength of relationship between the study variables provided. From the findings on the correlation analysis between employee commitment and various aspects of human resource management practices, the study found a positive significant correlation between employee resourcing and employee commitment as shown by correlation coefficient of 0.564. The study found out that there was positive significant correlation coefficient between training and employee commitment as shown by correlation factor of 0.686, association between employees' commitment and rewarding was found to have positive relationship as shown by correlation coefficient of 0.621. The study also found a positive correlation between employee commitment and career management as shown by correlation coefficient of 0.754.

Findings on employee commitment revealed that the four HRM practices (employee resourcing, training and rewarding and career management) affect employee commitment. Organizations' ability to have the knowledge, skill and abilities of employees represent a major source of competitive advantage. Value of committed talent in organization is also a source of sustained competitive advantage. The central concept of employee's commitment is the systematic identification of key positions which differentially contribute to the organizations sustained competitive advantage. Identifying the key committed talent positions, focusing on differentiation of roles in organizations, managing committed talents through fostering a culture of growth and development, supporting the workers, investing in management development by organizations and ensuring employee job satisfaction strengthens employees' commitment in organizations.

3.8. Univariate Regression Analysis

In order to test the hypotheses of the regression model that there was a significant effect between the independent variables and dependent variable, analysis of Variance (ANOVA) was used (Cooper & Schindler, 2010).

According to Anderson, Sweeney and Williams (2002) Analysis of Variance can be used to test the relationship between independent variables on the employees' commitment of telecommunication companies in Rwanda and to test the goodness of fit of the regression model that is how well the model fits the data. Cooper and Schindler (2010) argued that regression analysis can also be used to determine the strength of the relationship between the independent and dependent variables and to determine the combined influence of all the independent variables on the dependent variable.

4. Conclusions

Based on the analysis of summary from the study findings, the following conclusions were made on the effect of human resource management practices on employee's commitment in Rwanda Telecommunication:

- Employee resourcing in the organization had a very positive influence on the employees' commitment. The study concludes that external talents and resourcing plans in organizations had been enhanced to enhance job satisfaction. This enables employees to meet their personal goals through discretionary effort as they endeavor to be more productive.
- Attracting and retaining talents are the key fundamental necessities of organizations and therefore the study concludes that attracting and retaining the right talents into the organization enhances employee commitment and in-turn improves the performance of the organization.
- External talents and resourcing plans enable organizations to match their strategic pursuits with the right talents and to match these talents with the right organizational positions that match with the talents and competencies of employees.
- The study also concluded that there is need for organizations to deal with millennials and generation who look at things fundamentally in a different way and how to integrate their thinking and their way of doing things in the organization.
- The study concluded that training and development had a positive and significant effect on employees' commitment. Organizations had put in place effective learning and development plans in order to enhance job satisfaction in employees. This was indicated by organizations conducting an effective development and assessment plans in determining the employees to be trained to improve their discretionary effort, thus leading to enhanced employee commitment in the organization.
- Organizations provided effective mentoring and coaching programs to the employees to ensure that they carry out their duties and responsibilities with ease, and this ensures that they get more committed to the organization. Results reveal that talent management technology software need to be introduced into the organization to modernize coaching and mentoring programs within the organization and enhance employee commitment.
- Through learning, development plans and coaching, employees are given continuous education, training, and development so that they perpetually help in ensuring employees job satisfaction which in turn leads to the improvement and growth of organizations. Most importantly, organizations are concerned on how to keep these employees within the organization since they are considered as strategic investments.
- The study concludes that tight integration between compensation and employees' commitment enables organizations to align rewards with performance hence ensuring job satisfaction in employees.
- The study also concludes that to ensure sustainable profitable growth, organizations must align their goals and objectives with employee discretionary effort and total reward strategy to enhance employees' commitment. Organizations need to come up with innovative reward strategies that attract and engage top talent commitment.
- Organizations should focus more on employees' health and wellness programs as part of their compensation plans since it enhances a healthier workforce and therefore enhancing employee commitment. Total reward strategy and compensation plans enables employees to respond to appreciation expressed through recognition of their good work since it confirms their work is valued. When employees and their work are valued, their satisfaction and productivity rise and they are motivated to improve their good work.
- The study concludes that a clear career path for employees on how they can meet their personal ambitions is paramount as they try to realize corporate goals. This makes employees highly motivated giving them greater job satisfaction and

as result become more committed to the organization. The study also concludes that career management is not an end but a continuous process of developing human resources for achieving optimum results.

- Career pathing and career support involves managing employee's career within organizations. Choosing career paths and career support helps employees to set professional goals and develop a strategy for getting where they want to be in the organization. Part of choosing an appropriate career path and support involves making an honest self-evaluation of employees' talents, abilities, and interests which in turn helps contribute to their job satisfaction.

5. Recommendations

Based on the findings and the conclusions of the study, the following were recommended:

5.1. Managerial Recommendations

- It is recommended that organizations should find a way of dealing with millennials and generation Z who look at things fundamentally in a different way and how to integrate their thinking and their way of doing things in the organization.
- Millennials are digital natives and as a result they are critical thinkers and more efficient problem solvers since the number of resources available to them is almost infinite in the organization.
- The study therefore recommends that Human resource managers should come up with internally consistent employee resourcing practices that ensure they are well integrated into the organization.
- The study recommends that organizations should provide improved technology software programs in mentoring and coaching programs to enhance employee training to ensure that they carry out their duties and responsibilities with ease in mentoring and coaching instills systematic procedures for transferring technical know-how to the human resources to increase their knowledge and skills enabling them to do their work with professionalism.
- This study recommends that organizations should increasingly recognize the effect of human resource management practices that are highly strategic in nature and critical in achieving employees' commitment. Specifically, they should focus on employee resourcing as a major strategic human resource management practice that ensures organizations get quality human

capital that contribute effectively to employee commitment.

- Management should always give employees feedback on performance as this promotes employee commitment to the organization.
- Organizations should hire qualified employees as education level contributes to the human resource development and ensure that they offer trainings to their employees to boost their commitment. In addition, employees should put effort to advance their education as this impact their commitment to the organization.

5.2. Policy Recommendations

- Policy makers in organizations should establish human resource management practices and the degree to which they contribute directly to the accomplishment of organization's strategic goals and objectives. This enables organizations to come up with strategies to follow to achieve sustainable competitive advantage through employee's commitment instead of focusing on mere competitive advantage which all organizations in the same industry are capable off.
- It is recommended that organizations need to develop policies on training and the training needs analysis to guide the organization in identifying the areas of training and the human resources to train. This will help in discerning the training needs of individuals within the organization, how their needs fit the overall objectives of the organization and its contribution to employee commitment.

Conflict of Interest

The Authors declare no conflicts of interest regarding the publication of this paper

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