

**EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEES' COMMITMENT IN THE
TELECOMMUNICATION INDUSTRY IN KENYA**

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(Human Resource Management)

**JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY**

2019

**Effect of Human Resource Management Practices on Employees'
Commitment in the Telecommunication Industry in Kenya**

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**A Thesis Submitted in Partial Fulfilment for the Doctor of Philosophy
in Human Resource Management in the Jomo Kenyatta University of
Agriculture and Technology**

2019

DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

This thesis is dedicated to my lovely son Lynesly Phonse for his endurance during this period of my Thesis, may God bless you abundantly.

ACKNOWLEDGEMENT

The efforts of the following people are highly appreciated; first and foremost I would like to thank my supervisors, Prof. Gregory Namusonge and Dr. Karanja Kabare for their tireless support in guiding me throughout this exercise. I wish to express appreciation and thanks to their unwavering advice, patience, understanding, encouragement and constructive criticism throughout the whole research period. Their thoughtful words and guidance made a difference to my approach in this thesis. Specifically I thank dearly my parents Alfonso Maina and Elizabeth Maina who have facilitated my studies financially, emotionally and even spiritually. Their undying love and presence inspires me to strive to excel. I also acknowledge the input of Simon Namasaka for his encouragement and endurance throughout this period and Patrick Gachoki for his sacrifice and presence in making this Thesis be as it is. To all those who have directly or indirect contributed to the accomplishment of this thesis, their efforts are highly recognized. To the Most Great I wish to thank my Almighty God for giving me strength, an understanding mind and good health while undertaking this fruitful bookwork. May His Honor be Bowed.

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LIST OF ACRONYMS AND ABBREVIATIONS

AAPAM	African Association for Public Administration and Management
CAK	Communications Authority of Kenya
CBD	Central Business District
CCK	Communications Commission of Kenya
CEO	Chief Executive Officer
EC&R	Employee Commitment and Rewards Study
EVP	Employee Value Proposition
GoK	Government of Kenya
HC	Human Capital
HCI	Human Capital Institute
HCIR	Human Capital Index Report
HR	Human Resource
HRM	Human Resource Management
HRMP	Human Resource Management Practices
HRP	Human Resource Planning
ICT	Information Communication Technology
KCA	Kenya Communications Act

MNC's	Multinational Corporations
RBV	Resource-Based View
SMART	Specific, Measurable, Attainable, Relevant and Timely
SPSS	Statistical Package for Social Sciences

DEFINITION OF TERMS

- Career Management:** This is about providing the organization with the flow of talent it needs, and is also concerned with the provision of opportunities for people to develop their abilities and careers in order to satisfy their own aspirations (Armstrong, 2014).
- Employee Commitment:** This is a psychological attachment and the resulting loyalty that binds the individual employee to the organization (John, Meyer & Elyse, 2010).
- Employee Resourcing:** Employee resourcing is concerned with the range of methods and approaches used by employers in resourcing their organizations in such a way as to enable them to meet their key goals. It involves staffing, performance, administration and change management (Armstrong, 2014).
- Human Resource:** This is the prime asset of an organization and businesses need to invest in that asset to ensure their survival and growth which represents the human factor in the organization; the combined intelligence, skills and expertise that give the organization its distinctive character (Armstrong, 2012).
- Human Resource Management:** This is a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2012).

HR Management Practices: These are the activities carried out in implementing HR policies and programs which include resourcing, learning and development, performance and reward management, employee relations, career management and administration (Armstrong, 2014).

Rewarding: This is the generic term for the totality of financial and non-financial compensation or total remuneration paid to an employee in return for work or services rendered at work (Shields, Brown & Kaine, 2015).

Telecommunication: This is the transmission of information over significant distances to communicate by use of telephone and fiber optics devices as well as the Internet (Carne, 2012).

Telecommunication Network: This is a collection of transmitters, receivers, and communications channels that send messages to one another (Lannone, 2016).

Training : This is the systematic development of the knowledge, skills and attitudes acquired by an individual to perform adequately a given task or job (Armstrong, 2012).

ABSTRACT

This study sought to investigate the effect of Human Resource Management Practices on employees' commitment in the Tele-communication industry. The specific objectives 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 all the telecommunication branches in Mt. Kenya Region that are managed by the shop manager being the top most managers in the branch. 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 analysed 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 Kenya. 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.

CHAPTER ONE

INTRODUCTION

1.1 Background

The starting point to this approach of employee commitment is the identification of key talent positions or groups, rather than individuals per se. 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 practices play 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).

Therefore organizations need to build long-term commitments with their employee's in order to retain them (Burbach & Royle, 2010). This research will focus on employee resourcing, training, rewarding, and career management in order to find out whether these practices affect employees commitment in the Tele-communication industry.

1.1.1 The Global Perspective of Employees' Commitment

Globalization refers to the integration of an organization's operations, processes and strategies into diverse cultures, products, services and ideas. Because of its emphasis on diversity, globalization also has a deep impact on the way organizations manage their employees. Understanding the effects of globalization on human resources can help managers to better equip their organizations so that they have the capacity to make a global impact (Wilkinson, 2010).

Today, most of the developing countries are producing organizations that are competing successfully with multinational giants of the most developed countries (Snell, 2007). As a result of globalization and the various economic and political reforms implemented by the developing world, particularly in Africa, there is emergence of an impressive array of manufacturing, telecommunications, banking, financial, and oil and gas companies. Many of them have performed so well within their national borders that they have now ventured into the international arena; they have become multinational corporations. However, the transformation is not generally accompanied by a change in the way these organizations manage employee's commitment. A major challenge which globalization therefore poses to these organizations is how to manage human resources effectively within the international setting (Pamela *et al.*, 2010).

In an era of expanding globalization and increasing competition, organizations worldwide have recognized that the knowledge, skills and abilities of their employees represent a major source of competitive advantage (Vaiman, Scullion, & Collings, 2012). Within this climate, employee's commitment has emerged as a key strategic issue. Recently, substantial analysis has focused on the association between employee's commitment and enhanced performance (Boudreau & Cascio, 2012). Employee's

commitment has been investigated within the premise of several HR specialism, including, employee training and development, career management and employee rewarding. Regardless of the term used, the theme across this work highlights the value of talents as an unequivocal source of employee commitment.

There is growing concern about critical talent migrating to other countries in the form of brain drain due to poor implementation of HR practices and programs. Then there are those who have had education in developed countries staying on to work in those countries rather than returning home. In spite of the developed governments such as Malaysia offering lucrative and attractive terms for these people to return to their home country, there have been few takers due to poorly implemented HR practices and programs. If these initiatives are to succeed, there is a need to understand the challenges of employee's commitment in organizations which may become the driving force to the acceptance and use of employee's commitment in future. A good platform is needed in order to provide a model of successful employee's commitment to assist organizations come up with HR practices and programs that will ensure that organizations are able to compete in the competitive global scale (Foreword, 2013).

To attract and retain talents, the fit between employer and employee-is critical. In addition, organizations with excellent reputations and strong brands are well positioned to attract top talent. Yahoo! Inc. exemplifies the organization that effectively links organizational culture and values in its recruiting initiatives to determine the best candidates (Becker & Huselid, 2011). This process, however, takes time. For example, in the first six months of 2004, Yahoo spent 6,000 hours interviewing candidates to fill 500 positions; an average of 12 hours per new hire (Becker & Huselid, 2011).

Superior talent provides a vital competitive advantage. At Humana, for example, CEO Michael McCallister clearly demonstrates the importance of aligning the organization consumerism strategy with human capital. He is credited with fostering a culture of growth and development through employee commitment. By providing visible support and commitment, he instills a talent mindset throughout the organization, that is, a deep conviction that the best and brightest will create shareholder value (Caillier, 2012).

Investment in human capital requires careful management. Under the organizational employee's commitment umbrella, career management and training are important organizational strategies to develop and retain talent so that employees are committed to the organization. As noted in the 2005 Human Capital Index Report, career management is one of the key practices to reduce turnover costs (Robert *et al.*, 2015). While in the past career plans were primarily focused on key leadership roles, organizations are now establishing career development and career planning initiatives early in the process of employee career development (Schuler, 2017).

It is axiomatic to say that great organizations are the creation of great talent and great employee commitment. In his best-selling book, *Good to Great*, Jim Collins wrote: "if you have the wrong people, it does not matter how great your strategy maybe, you still won't have a great organization". Drucker (2013) noted that talent and the way in which it is managed is what gives organizations a competitive edge. According to him, process and product technology, protected or regulated markets, access to financial resources, and economies of scale may provide competitive leverage but to a lesser extent than in the past and by far less than people will provide if properly managed.

Although many managers appreciate the fact that people are the bastion of success for any organization, the challenge they face is how to fundamentally alter their paradigm about how to get employee's committed though talent attraction, hiring, engagement, training and rewarding which they so much need for their success. Employee commitment has emerged as a critical driver of business success in today's competitive marketplace. Further, employee commitment can be a deciding factor in organizational success. Not only does commitment have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, organization reputation and overall stakeholder value. Thus, to gain a competitive edge, organizations are turning to HR practices to set the agenda for employee commitment (Robert *et al.*, 2015).

Today, society and business are witnessing unprecedented change in an increasingly global marketplace, with many organizations competing for talent. As organizations move forward into a boundary less environment, the ability to attract, engage, develop and retain talent will become increasingly important. In view of these changes, a number of trends, as identified by Rani (2014) are likely to have a significant impact on employee commitment. For example, the increased demand for work life balance and the changing relationship between employers and employees are driving the need for HR professionals and their organizations to truly understand what employees need and want and then determine how to meet those needs while at the same time developing and leveraging workplace talents at all levels.

1.1.2 The Regional Perspective of Employees' Commitment

In today's fast changing and tough global environment, organizations are finding it difficult to function at optimum levels under the circumstances. Employee commitment is now considered a natural process for effective performance of individuals and organizations (Armstrong, 2014). Organizations are striving hard to induce commitment in their employees and are using different means and method to enhance employee's commitment. It is not surprising that employee commitment is a fundamental activity for the success of an organization; every employee has a desire to reach his self-actualization motivational level (Kruise, 2012). Therefore employees must be given opportunities to improve their knowledge, skills and abilities.

Employee commitment programs provide chances for promotion and career growth. These activities in an organization create commitment in employees, which is a basic requirement for effective functioning of organizations. In today's competitive environment, preparing and retaining committed employees is imperative for organizational development as committed employees work harder and perform their tasks with devotion and dedication (Ivancevich *et al.*, 2013). The objective of human resource management practices on employee's commitment is to improve the capacity of an organization to increase its efficiency for achieving strategic objectives. Building the

capacity of the organization is possible when every employee realizes his responsibility and accountability for outcome related to his performance.

Chief Executive Officers (CEOs) in Africa are hiring, but it is becoming more difficult to find the right people. Employee commitment has become top agenda for CEO's in most African states. 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.

1.1.3 The Kenyan Perspective of Employees' Commitment

Committed employees are one of the greatest assets any organization can have and play a major role in overall business efficiency and profitability. (Armstrong, 2012) argues that greater levels of employee commitment lead to organizational benefits such as a continuous flow of improvements, cost and efficiency improvements and active employee participation. Committed employees are believed to enhance an organization as they feel secure in their jobs, are well trained, feel part of a team and are proud thus

enjoying doing their jobs (Agoi, 2017). Employee commitment also has important implications for recruitment.

By examining the key drivers of employee commitment, organizations can come up with a list of attributes to guide them when they are recruiting and developing a committed work force instead of them investing substantial amounts of money in training and developing their work force only to see talented and productive employees applying for other jobs, potentially to join the competitors (Githu, 2018). 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). Evidences derived from social science researches 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 employers 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 Kenya 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 Kenya 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 extra-ordinary 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.

On the other hand, some retained employees in the face of lay-offs will naturally be more committed as a 'pay-back' gesture to the management for sparing them while others will display their commitment to avoid being marked as candidates for subsequent retrenchment (Katua *et al.*, 2013). Owing to the global downturn, it is imperative that organizations that aspire to be ahead of their competitors need to constantly review and understand their employees' commitment strategies.

The economic downturn being experienced in the world is sparing nobody and has thus compelled organizations executives and managers to employ austerity and prudent HR practices that will pull down operational costs (Korir & Kipkebut, 2016). These HR practices include employee resourcing, employee training, employee rewarding and career management. Among the measures is to upscale employee commitment that will spur their retention through these HR practices. However, as indicated by Njiru (2008), state corporations in Kenya suffer staff deficiency, a fact that may be attributed to low tenure, ineffective employee commitment measures and unattractive retention schemes.

1.1.4 Tele-Communication Industry in Kenya

The Tele-communication industry in Kenya, just like the rest of the world, is going through profound changes. In the past decade, 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 it originating from private sector participants. The result is new markets, new players, and new challenges including staff restructuring which cause dissatisfaction as a result of changes caused by market liberalization. Market liberalization efforts have also picked up ensuring the successful partial privatization of Telkom Kenya Ltd in December, 2007 and divestment of GoKs 25% stake in Safaricom Ltd through a public listing in May, 2008 (Bryan, 2012).

Kenya's telecommunications market has undergone considerable changes since the landing of four fiber-optic international submarine cables in recent years. The dramatic increase in international bandwidth not only ended the country's dependence on limited and expensive satellite bandwidth, but the 90% fall in the cost of broadband access ensured that services have been made affordable for a large section of the population. The telecom sector in Kenya is well developed having two major players - Safaricom and Telkom Kenya. Safaricom is the clear market leader in the mobile services segment while Telkom Kenya is the major player in the fixed line telecom segment. The Kenyan telecom industry experienced strong growth in the year 2012 and the same is likely to continue over till 2020 and the years to come. With increasing subscribers for both mobile and fixed line sectors, the Kenyan telecom 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 2020 and throughout the coming years (Dilhac, 2011).

Since the beginning of the liberalization of the telecommunications sector in 1999, Kenya has seen fast internet growth and even faster mobile phone growth. Encouraged by this development, the government has plans to turn Kenya into East Africa's leader in Information and Communications Technology (ICT). Since 1999, Kenya has experienced radical changes as the liberalization process of the telecommunications sector began. Of vital importance to the process was the establishment of the Communications Commission of Kenya (CCK) in February of that same year through the Kenya Communications Act 1978, which is now known as Communications

Authority of Kenya (CAK). CAK's role is to license and regulate telecommunications, radio communication and postal services in Kenya (Eugenio, 2016).

Since then a visible boost has gripped the industry and ongoing infrastructural developments by operators have largely been focused on network expansion for increased nationwide coverage (Eugenio, 2016). The researcher therefore had 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 were 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). Today, the challenge is not just whether to invest resources in talent commitment, but also how to identify what commitment practices provide the greatest return; where leaders can most effectively spend their time developing people; and how to drive

greater consistency, integration, and alignment of commitment practices with the business strategy (Bridger, 2014).

In today's uncertain economic environment, it is important that organizations address commitment issues promptly, but it is equally important that they get them right the first time. There's little room for trial and error, as all initiatives are expected to produce solid financial results (Garavan & Heraty, 2016). Senior leaders recognize superior employee commitment practices as a business advantage and it is assumed that in nine out of ten organizations, superior committed employees provide a vital competitive advantage. 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 emphasizes 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 Kenya 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 Kenya. Ng'ethe (2013) assessed the determinants of academic staff retention in Kenyan public universities. Lyria (2014) investigated the effect of talent management on organizational performance in firms listed in the NSE in Kenya and Gathungu (2016) investigated the influence of HRM practices on employee commitment but focused on Commercial Banks in Kenya. Agoi (2017) investigated the influence of human resource management practices on employee satisfaction in public sectors but focused on the sugar manufacturing firms in Kenya.

Makhamara (2017) investigated the influence of strategic human resource management practices on employee performance in level five public hospitals in Kenya and Githu (2018) investigated the influence of career development on employees' commitment but focused on public universities in Kenya.

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 Kenya. It is against this background that this study was undertaken to address this research gap, and also provide a better understanding through empirical evidence of the effect of HRM practices on employee commitment in the telecommunication industry in Kenya.

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 Kenya.

1.3.2 Specific Objectives

The following were the specific objectives of the study:

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

1.4 Research Hypotheses

1. H_A Employee resourcing affects employees' commitment in the Tele-Communication Industry in Kenya.
2. H_A Training and development affects employees' commitment in the Tele-Communication Industry in Kenya.
3. H_A Rewarding affects employees' commitment in the Tele-Communication Industry in Kenya.
4. H_A Career management affects employees' commitment in the Tele-Communication Industry in Kenya.

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 informs 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 Kenya, 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

Kenya. 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.

Policy making at the executive level trickles down to the operational level which implements the policies by ensuring that they identify the training needs of employees, ensuring effective placement and orientation to the new hires, ensuring career pathing and support to the employees, aligning employees' capabilities with the job requirements, applying effective performance appraisal tools to gauge the employees performance in the organization and ensuring adequate feedback to the employees. The findings of this research will help organizations come up with policies that focus on the creation of a good working environment for the employees.

1.5.3 Human Resource Experts

Human resource experts will have adequate information while guiding different managers on the practices to put in place so as 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 are in a position to 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 Kenya. 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 the Mount Kenya region and the study targeted all the telecommunication branches in Mount Kenya Region that are managed by a shop manager being the highest in the branch hierarchy. This gave a total target population of two hundred and seventy four respondents. The study was conducted in Mt Kenya Region due to convenience, accessibility to the respondents, time and resource availability.

This was of essence because the Tele-communication industry is one of the hyper-competitive industries in Kenya where most of the Kenyan citizens rely on in their day-to-day communication. There has been high labor turnovers within the Mount Kenya region in the Tele-communication industry and this necessitated the scope of the study (Eugenio, 2016). With regard to the Kenya Vision 2030 the Tele-Communication industry is expected to contribute to the economic growth of the country by; reducing transaction costs, improving educational standards, halting crime by expanding coverage and installing more sophisticated systems such as the CCTV which are to be provided by

Safaricom and other Telecommunication service providers in the Country (Eugenio, 2016). This has become a lure to the researcher hence being the researcher's scope.

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. This was resolved by assuring the respondents of the academic purpose and intention of the study and assuring them of confidentiality. The study however, overcame the limitations by having a letter of introduction from the University and a research permit from National Council for Science, Technology and Innovation (NACOSTI) to assure the respondents that the information provided would be used for academic purposes only and would therefore be treated with confidentiality.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks at the literature reviewed from various studies that helped in explaining more on the dependent variable employee's commitment and the independent variables employee resourcing, training, rewarding and career management. This chapter also looks at the theoretical and conceptual framework for guiding the study. At the end of the review, the reader is expected to have an understanding of the relationship between employee resourcing, training, rewarding and career management in relation to employee's commitment. Critiques and the research gaps are also explained in this chapter.

2.2 Theoretical Framework

Theories are formulated to explain, predict, and understand phenomena and in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions (Gold *et.al*). The theoretical framework is the structure that holds or supports a theory of a research study and it introduces and describes the theory that explains why the research problem under study exists (Swanson, 2013). The study focused on the Intellectual Capital theory, Human Relations theory, Resource-Based theory, and Learning Organizational theory as the theories explaining the study.

2.2.1 Intellectual Capital Theory

The concept of intellectual capital has topped the management agenda in recent years. Plant, machinery and other forms of capital are now recognized to account for only a fraction of an organization's wealth. The rest of that wealth is bound up in the knowledge, skills, abilities and intellect of the people of the organization, and their willingness and ability to apply them in the pursuit of organizational goals (Armstrong, 2010). The theory of intellectual capital is closely related to what human resource

management practices attempts to achieve in terms of building and maintaining the human capital resources required by the firm (Bridger, 2014). It also encompasses the development of structure to ensure that people work effectively together and that they exchange relevant information and ideas and make the best use of the resources of knowledge possessed by the organization (Boxall & Purcell, 2015).

Intellectual capital consists of the stocks and flows of knowledge, ability, skill and competencies available to an organization (Burbach & royle, 2010). These can be regarded as intangible resources which together with tangible resources (money and physical assets) comprise the market or total value generating processes of a firm and are under its control. As described by Bridger (2014), these incorporate the value of all relationships inside and outside the organization including those with customers and suppliers. They also cover the values attached to such intangibles as goodwill, corporate image and brands.

The three elements of intellectual capital by Vaiman *et al.* (2012) are human capital, social capital and organizational capital. Human capital at the micro-level refers to the knowledge, skills and abilities of the employees in an organization and can be made by developing existing staff through training and development or bought by attracting new staff with the skills and knowledge required so as to get the right human capital the first time (Cappelli, 2008). This in addition makes employees feel valued and in return have a sense of commitment in their organizational undertakings. Social capital on the other hand refers to the stocks and flows of knowledge derived from networks of relationships within and outside the organization. It may also refer to the structure within which human capital is most effectively deployed, and includes the use of communication, involvement and other initiatives to facilitate the exchange of knowledge (Caillier, 2012).

Brown *et al.* (2011) defines organizational capital as the institutionalized knowledge possessed by an organization that is stored in databases and manuals. He in addition says that he prefers the concept of organizational capital to others because it conveys clearly that this is the knowledge that the organization actually owns. Organizational capital is

most likely to be the object of knowledge management systems as organizations strives to find better ways to capture, store and use knowledge effectively (Carins, 2009).

In addition, in the process of placing and orienting these new hires into the organization, employees are able to communicate and exchange ideas amongst themselves as a way of exercising the social capital in the organization. The human resource manager conducts the training need analysis of employees in order to know the employees to be trained and the areas to be trained on so as to instill knowledge, skills and abilities (Lew, 2013). Such trainings if carried out in the right way can be used to create a career path for the employees, which is part of career management. The Human Resource managers also use the information in the database to determine the best kind of rewards to offer to the employees as they perform their duties and contribute to the overall achievement of organizational goals (Robinson, 2009).

This theory is relevant to the study as it informs the employee resourcing variable in that organizations are able to identify the best human capital to work with by attracting new staff with the right skills and knowledge. Through the theory, organizations conducts the training need analysis of employees in order to know the employees to be trained and the areas to be trained on so as to instill knowledge, skills and abilities. This leads to enhanced employee's commitment in organizations.

2.2.2 Human Relations Theory

The Human Relations Theory of organization came in to existence in 1930s as a reaction to the classical approach to organizational analysis. This is because the classical theorists neglected the human factor in the organization. The Classical theorists took a mechanical view of organization and underemphasized the socio-psychological aspects of individual's behavior in organizations. It is this critical failure of the classical theory that gave birth to the human relations approach (Bruce & Nylan, 2011).

Elton Mayo founded the Human Relations Movement. Experiments undertaken by Mayo took place at the Hawthorne plant in the USA during the 1930s. His work illustrated that if the company or managers took an interest in employees and cared for them, it had a positive effect on their motivation. When managers took a greater interest in employees, they felt more valued and empowered. In addition the study revealed that employees often work best in teams and they are more motivated if they are effectively managed and consulted more which is directly related to employee's commitment in organizations and also informs organizations on what to do so as to achieve and have the best for its human capital (Purcell & Hutchinson, 2007).

The Mayo principles are very much in line with organization's focus on developing its employees as part of its business strategy as a means of achieving competitive advantage (Sheehan, 2012). Employees in higher performing organizations work within learning and development teams. In addition information is shared and employees are viewed both as partners in the business and as internal customers.

The main focus of the human relations movement is on the human and social dimensions of work (Mayo, 1933). Elton Mayo and Abraham Maslow in their Hawthorne studies found that efficiency enhanced independent of the level of lighting. The studies accomplished that the employees were more reactive to social situations than to management controls. Abraham Maslow (1943) a major theorists of the human relations movement identified the different five levels of needs; physiological, safety, love, self-esteem, and self-actualization needs. Maslow (1943) suggested that human needs are organized in a certain order and that employees are motivated by unsatisfied needs though higher needs could motivate only after lower needs are satisfied. This helped managers understand the employee commitment.

Herzberg (1959) alienated employee motivation into two main factors, motivation factors and hygiene factors. Motivation factors are related to job satisfaction and different from hygiene factor which are related to dissatisfaction. Herzberg (1959) highlighted that employee participation through quality circles has positive effect on employee commitment. According to Human relations theory by Mayo (1933) and

Maslow (1943) who adopted the unitarism approach to employee relations, human relations is a system of management that maximizes output by meeting social and psychological needs of employees in the workplace resulting into motivated employees and highly committed workforce.

Addison and Belfield (2004) and Kaufman (2005) in their studies established that if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions (Freeman, 1976). The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization.

This theory is relevant in the study and tries to explain training and career management variables in organizations and it sees the organization as a cooperative enterprise wherein worker morale is a primary contributor to productivity. It seeks to improve productivity by modifying the work environment to increase morale and develop a more skilled and capable worker which in turn informs and influences employee's commitment in organization (Purcell & Hall, 2012).

2.2.3 Resource-Based Theory

Employee's commitment explains a firm's success regarding industrial sector features. From this point of view, firms in the same industrial sector having the same opportunities with few, if any, differences between them, remain that way only for a short period of time (Armstrong, 2012). The resource-based view (RBV) is a way of viewing the firm in terms of an approaching strategy. Fundamentally, this theory formulates the firm to be a bundle of resources. It is these resources and the way they are combined, which make firms different from one another. It is considered as taking an inside-out approach while analyzing the firm. This means that the starting point of the analysis is the internal environment of the organization (Porter, 2008).

The Resource Based View of the Firm considers that each enterprise is heterogeneous, having different established resources which arise from its own past history. Heterogeneous character can be maintained for a long time, thereby, having long-term income. A resource is heterogeneous when it is unevenly distributed and deployed across firms within a given competitive environment. It is also necessary that competitors are not able to imitate the resources or capabilities otherwise; the competitive advantage could rapidly disappear when another enterprise owns or develops those strategic resources (Armstrong, 2010).

Related to heterogeneity, the resources must not be appropriable by other companies. Rivals must not be able to take each other's resources and capabilities as this is the basis for a competitive advantage. In addition the resources should not be able to create the same advantage which is considered as a resource being non-replaceable. The theory further argues that a firm's resources and capabilities must be scarce and valuable, and they must not be acquired, imitated, or replaced by the competitors. If resources do not comply with these conditions, the enterprise will rapidly lose its upper relative position hence these features guarantee's obtaining competitive advantages (Boxall & Purcell 2015).

The resource-based theory has been an important step in human resource management, as it has provided a new point of view to explain a firm's success. According to the focus on resources, a firm's success is due to joint resources and capabilities which an enterprise owns and which makes it different from its competitors. Among such resources and capabilities, this research focus is on human resources and the crucial attributes of knowledge, skill, know-how, and commitment since it centers on employee's commitment (Anupam & Upasma 2012).

Employee's talents are resources within an organization. Employees within an organization are termed as valuable resources and these resources constitute a source of sustained competitive advantage (Vaiman *et al*, 2012). Employee resourcing aspect takes a look on the crucial attributes of knowledge, skills and abilities of the organizational talents and ensures that the organizations gets them right the first time.

Training influences employee's commitment in that those employees that are effectively resourced, their talents will be increased through instilling much more knowledge, skills and abilities in them. In addition they will manage to make independent organizational decisions and delegation aspects will be made easier (Barney, 2011). Career management aligns the human capital's current needs with their future careers which enable the organization to be better placed in the environment.

The resource based view theory is relevant in the study as it provides a useful basis for understanding the value that human resource management practices adds to employees' commitment in the organization and supports employee resourcing and career management variables. It is important to discuss theories that involve human resource management practices to truly understand the influences that these practices have on employees' commitment. The theory considers that when the organization values its employee's talent, they feel more appreciated and have a sense of commitment.

2.2.4 Learning Organizational Theory

A learning organization is the term given to an organization that facilitates the learning of its members and continuously transforms itself. It develops as a result of the pressures facing modern organizations and enables them to remain competitive in the business environment. The learning organization concept was coined through the work and research of Senge in the nineties. In the long run the only way sustainable competitive advantage can be achieved is by the organization's ability to learn faster than the competitors hence informing and relating directly to the employee resourcing, rewarding and the career management on employee's commitment in organization (Senge, 2010).

According to Senge (2010) learning organizations are "organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together" hence relating to the employee training. The basic rationale for such organizations is that in situations of rapid change only those that are flexible, adaptive and productive will excel. For this to

happen, organizations need to discover how to tap employee's commitment hence relating to employee resourcing and capacity to learn at all levels relating to career management (Alegre & Chiva, 2014).

While all people have the capacity to learn, the structures in which they have to function are often not conducive to reflection and engagement. Furthermore, people may lack the tools and guiding ideas to make sense of the situations they face. Organizations that are continually expanding their capacity to create their future require a fundamental shift of mind among their members. Real learning gets to the heart of what it is to be human (Senge, 2014).

The learning organization theory is relevant in this study in that it proposes that employees need to be trained constantly so that they can be in line with what is happening within the industry. It encourages organizations to shift to a more interconnected way of thinking and should become more like communities that employees can feel a commitment to since employees will work harder for an organization they are committed to. Training employees in organizations is necessary as it makes them become more committed in their activities and as a result the best performers in the organization are rewarded accordingly. This calls for organizations to compensate their employees in order of their merit depending on their performance.

2.3 Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and to organize ideas (Foreword, 2013). Independent variables are variables that a researcher manipulates in order to determine their effects of influence on the dependent variable (Robinson *et al*). The dependent variable attempts to indicate the total influence arising from the influence of the independent variable (Shields & Rangarjan, 2013). This is illustrated in Figure 2.1 showing the two types of variables.



Independent Variables

Dependent Variable

Figure 2.1: Conceptual Framework

2.4 Review of Variables

Review of variables clearly shows how the independent variables and the dependent variable have been operationalized in the study and further shows how each variable has been measured to suit in this area of study (Shields & Rangarjan, 2013). There are four independent variables namely; employee resourcing, training, rewarding and career management and employee's commitment as the dependent variable. The following are the variables measurements; employee resourcing has external talents and resourcing plans; training has learning and development plans and coaching; rewarding has total reward strategy and compensation plan, career management has career pathing and career support. These are the independent variables whereas employee's discretion effort and job satisfaction takes care of the dependent variable which is employee's commitment. Here emphasis is given on understanding these human resource management practices of employee resourcing, training, rewarding and career management in enhancing effective employee commitment to generate positive employee outcomes in organizations.

2.4.1 Employee Resourcing

Resourcing strategy ensures that the organization obtains and retains the people it needs and employs them efficiently. 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 aim of this strategy is therefore to ensure that an organization achieves competitive advantage by employing more capable people than its rivals. This strategy also seeks to retain them by providing better opportunities and rewards than others and by developing a real organizational culture (Lyria, Namusonge & Karanja, 2014).

The resourcing practice must take into account the general strategy of the organization and understand the main directions in which the organization is going. Becker (2012) argues that a good resourcing strategy must determine the number of people required to meet business needs, the skills and behavior required to support the achievement of

business strategies, the impact of organizational restructuring as a result of decentralization, plans for changing the culture of the organization in such areas as ability to deliver performance standards, team working and flexibility that indicate the need for people with different attitudes, beliefs and personal characteristics. In addition, he says that these factors are strongly influenced by the sort of activity and the type of business strategy adopted by the organization.

Attracting external talents depends on the organization's values and how the potential candidates view the organization; it depends on whether the organization carries a high value in the existing industry that they function in or they just function to survive. Therefore, employer brand is one of the most important and crucial issues that can attract external talents easily. It is clear that all the talents seek growth and advancement; they cannot find it unless they look for high performance organizations, which have good reputation (Iles *et al.*, 2010a). This issue can be supported by some researcher's such as Iles *et al.* (2010a) who says that the invention of an attractive employer brand is a critical issue in attracting external talent.

Snell (2013) says that sourcing the right people involves strategic HR thinking and formulation of SMART entry requirement for selecting the right talents. Sourcing external talents has a direct relationship with 'employer brand' (Glen, 2007). Attracting and retaining talents and focusing on exclusive people model are the two fundamental necessities of employee's commitment (Iles *et al.*, 2010a). Therefore, the first step in employee's commitment is talent pool which can be both internal and external to the organization. Talented people join organizations which they observe to be attractive (Snell *et al.*, 2013).

Building a superior brand for the organization can be very challenging so organizations should be creative to make a high quality brand and have commitment to bring the best in the organization. Most of the top organizations in the world recruit all the time and look for talents continuously. It means that they do not recruit just when a position opens but they recruit when they find a talent. It does not mean that they do not focus on talent

development; they may recruit talents whenever they find them and train within the organization for the high positions (Shields *et al.*, 2015).

Usually organizations fail to implement strategic plans. Strategy deployment links strategy plans with implementation activities. The first thing that organization needs to do before implementing action is examining the deployment process. In this way, they will be able to examine the feasibility of the deployment process. Therefore, by putting more attention on the deployment process, organizations are able to implement strategic plans more effectively (Waiganjo *et al.*, 2013).

Deploying talent for employee's commitment refers to the decision that is made in the organization regarding hiring, positioning and exiting of talents. Therefore, the decision in these processes is critical and it should be made by a talented manager. Guarino (2008) has initiated a quick screen approach of talent resourcing that matches between key aspects of position and candidates competencies. This method enables organizations to identify high performers. Resourcing can resemble the rebuilding of a car; when you have all the pieces to complete the car, there is no finished product unless you assemble and fix them in the correct spot (Williamson, 2011).

Consequently, how to deploy talents in a way that follows the strategic goals and individual development is a vital decision in any organization. They may use SMART goal setting or Locke's goal setting theory. SMART refers to a decision, which is specific, measurable, attainable, relevant and timely. Locke's goal setting theory is very famous and frequently used by studies and refers to specific goals that are more attainable than general goals; difficult goals result in greater effort than do easier goals (Morgan & Jardin, 2010). Human resource planning anticipates the future requirements concerning the number and type of employees required in an organization. Strategic planning of future workplaces is necessary as in many cases the lack of it brings multiple negative consequences which include higher production costs and the stagnation of production process (Armstrong, 2010).

Strategic human resource planning, through its components, must take into consideration basic elements and analyze the present situation regarding workplaces and the existing employees, the uncertain character of a business and its capacity and, of course, maintain a flexible human resource to face all kind of fluctuations in organizations. This strategy supports planning activities like demand forecasting, supply forecasting, analyzing the demand and supply forecast to identify future deficits or surpluses. Action planning involves preparing plans to deal with forecasts deficits through internal promotions, training or external recruitment, developing retention and flexibility strategies (Armstrong, 2014).

Resourcing plans entails preparing plans for finding employees from within the organization and from outside, or for training programs to help employees learn new skills (Marchington & Grugulis, 2011). The analysis must also establish how many employees need to be recruited in the absence of qualified employees within the organization or the impossibility of training employees with new skills in time. Retention strategy involves preparing plans to retain employees already hired in organizations. In this case, an analysis of why employees leave may provide some information, but rarely employees never give the full reason why they are going. The survey results could be supplemented by focus groups in which they would discuss why they stay or leave and identify any kind of problems (Reddington *et al.*, 2008).

Flexibility strategy on the other hand involves planning for increased flexibility in the use of human resources to enable the organization to make the best use of employees and adapt to changing circumstances. Sometimes flexibility may take the form of segregating the workforce into a core group and one or more peripheral groups. Flexibility also implies outsourcing, which is getting work done by external organizations or individuals and multi-skilling, which increases the ability of employees to switch jobs or carry out any of the tasks that have to be undertaken by their team (Pettingor, 2010).

2.4.2 Training and Development

Training and development is of such nature that it oils the human resources machinery making it something that takes the organization forward (Garavan & Heraty, 2016). If training is not professional or appropriate, the result is a bureaucratic setup that is a hindrance to everyone in the organization. Rather than get mired in mindless formalities, HR should facilitate the growth of the organization for all of which employee training is the foundation (Sheehan, 2012).

In order to achieve high performance in the organization, it requires achieving the potential of talents. Training and development is associated with further learning and development plans. Suitable learning and development associations are needed at related steps in a career for talented workforce to achieve their greatest potential. Training is useful for an organization, which grows slowly but may be even risky for those with high growth. To develop talent, organizations need both informal and formal learning involvements. In addition to skills and knowledge, training depends on alterations in performance, perception and conduct (Gathungu, Namusonge & Iravo, 2016).

It is necessary that employee's commitment in organization requires continuous training and development of their high performers for potential new positions, recognize their knowledge gaps and implement initiatives to boost their competencies and certify their retention (Carins, 2009). 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 (Gold *et al.*, 2016).

Basically, a corporate university is an "in house" training, which is formal learning and creation of knowledge in the organization, therefore as Holland and Pyman (2005) mentioned in their article, corporate universities are a catalyst of strategic human resource development. The emergence of corporate universities highlights its importance in the area of strategic human resource development which leads to the success of employee's commitment in organizations (Stewart, 2010). In spite of the organization's

development and assessment programs, most of the truly talented employees remain unknown to their organizations. Consequently, the organizations need to implement an effective development and assessment plan which can lead to identifying opportunity as the main component of employee's commitment for achieving their mission. They also need to capitalize on, on-the-job training opportunity and provide not only effective mentoring and coaching but also high quality assessment activities (Marchington & Grugulis, 2011).

Putting employees in position before they expect it, which is another developing system, proves to be a very effective development method. The last but not the least is feedback and coaching which are very essential issues of developing talents (Gold *et al.*, 2016). Williamson (2011) believed that a new concept towards developing talents can be through talent matrix. It means that by rating employees to A, B, C and D players, organizations should individualize training opportunities. For example, offering A players the highest level of training, B players development should focus on interactive skills, C players should be given hard goals and they should be observed carefully and there should be a clear path of separation for D players (Williamson, 2011).

Due to the economic downturn, workforce downsizings and usage of strategies that prevent organizations from knowledge loss has become one of the critical concerns of existing organizations. On the other hand, Generation Y shows less loyalty to their employees and numerous employers lose their talents to their rivals headhunting (Gold *et al.*, 2016) hence the increased need to focus on organizations retention strategies. Young employees increasingly value career-relevant skills, and as awareness spreads more quickly of which employers provide good development training, there is a new opportunity for some employers to shine. By building a distinctive program for training new hires, and getting the word out about it, an organization today can gain an edge in the competition for top talent (Scott, 2014).

One key factor in employee motivation and retention is the opportunity that employees want to continue to grow and develop job and career enhancing skills. In fact, this opportunity for employees to continue to grow and develop through training is one of

the most important factors in employee motivation (Meyer, 2016). There are a couple of secrets about what employees want from training opportunities and these are not just found in external training classes and seminars. These ideas emphasize what employees want in training and development. They also articulate the organization opportunity to create devoted, growing employees who will benefit both the organization and themselves by it providing training (Kiiru & Muraga, 2015).

Developing training and development strategy involves learning and development practitioners in dialogue with a range of organizational stakeholders and this is done by ensuring that investment in learning ‘fits’ with organizational priorities. Training and development focuses on doing activities today to develop employees for their current jobs and development in preparing employees for future roles and responsibilities (Holland & Pyman, 2005).

The challenges associated with the changing nature of work and the workplace environment is as real for all organizations everywhere (Boxall & Purcell, 2015). Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future. As a manager, one of their key responsibilities is to develop their staff. The Philosophy of human resources management states that a manager can encourage growth and career development of employees by coaching, and by helping employees achieve their personal goals within the organization and beyond, and that they can develop human resources by providing adequate training, encouragement of staff development, and opportunities for growth (Boxall & Purcell, 2015).

Williamson (2011) emphasizes that employee development requires a shared responsibility among the organization and the employees. In this partnerships, organizations should ensure that policies and programs facilitate the continuing development of employees by working with staff to; assess and provide feedback on their skills and interests, select training and development activities that match their career development objectives and job needs, use the development and training catalog

as a tool to tell employees about training and development opportunities in the organization and to create an annual development plan.

On the other hand employees take initiative to assess skills and interests and seek development activities that match their needs and works hand in hand with the organization to identify training and development objectives. As a result the organization experiences employees with upgraded skills working to their full potential and equipped to deal with the changing demands of the workplace, employees with higher morale, career satisfaction, creativity, and motivation, increased productivity and responsiveness in meeting departmental objectives (Williamson, 2011).

2.4.3 Rewarding

Sheehan (2011) explores the fundamental aspects of delivering on the employee value proposition (EVP) and targeting total rewards programs to pivotal segments of the workforce. Sustained profitable growth requires aligning the goals and objectives of the organization's EVP and total rewards strategy with those of the business, and promoting a culture that attracts and retains the talent with the skills and competencies that the organization needs now and into the future. High-performing organizations are pulling certain levers to influence attraction, retention, engagement and productivity of key employee groups. They are taking action to reinvigorate career management strategies, rethink the manager's role to develop highly effective managers, reallocate and differentiate employee rewards to reflect the EVP (Caillier, 2012).

Socially complex people-based-resources are considered more durable and less susceptible to imitation than other types of assets. As such, the strategic management of human resources can play a key role in an organization's survival. An organizations compensation plan plays a prominent role in recruiting, motivating, and retaining employees, and thus is central to building an enhanced employee commitment (Scott, 2014). Organizations need to reward their talents and industry trends clearly indicate that pay-for-performance is drawing a renewed focus from executives. Organizations have the opportunity to capitalize on innovative reward strategies that attract and engage top

talents. Usually pay-for-performance programs offer employees cash incentives based on how an employee is performing as determined by his performance review, and based on how well the organization is meeting its set goals (Ngethe, Namusonge & Iravo, 2013).

Organizations want to attract, motivate, and retain talent through strategically planning, allocating, and communicating compensation. There is an explosion of interest in social performance management tools and social rewards. Organizations may want to look into transforming their current rewards process into one that is administered by the employees themselves. In this case, employees give rewards to each other, as opposed to allocating compensation through manager and supervisors (Horwitz & Budhwar, 2015).

Understanding and influencing talent is critical, and organizations that review their talent, align individual goals to the organization, reward their top talent, and provide social networking tools are more likely to achieve success for any strategic initiative where commitment of employees is needed. There are several factors that contribute to employees' commitment which include hygiene factors like benefit, compensation, location which has a direct effect on career success, while career success and intrinsic rewards indirectly reduce talent loss (Collings *et al.*, 2017). Attracting and retaining talents in organizations are the two fundamental necessities of employee's commitment. Some organizations believe that they just need to attract and develop talents and don't pay attention to the subject of retaining. They invest on talent commitment but when it is time to gain returns on their investment, the talents leave their organization (Korir & Kipkebut, 2016).

There are some similarities and differences among organizations' strategies in the purpose of retaining talents or keeping them once they have been recruited. Countries have their own specific strategy in rewarding their employees. Brazil, France and Netherlands, focus on stimulating passion whereas Japan and Italy focus on conducting effective performance assessments whereas in Canada the strategy depends on employees' satisfaction, motivation, retirement benefits and long-term success of organizations (Hughes & Rog, 2008). Consequently employee turnover exposes an

organization to considerable risk, so the organization needs to create and deliver employee value proposition to retain their committed talents. Based on literature review, every country and or organizations use different strategies in retaining their committed talents.

2.4.4 Career Management

In today's rapidly changing world, new career paths are constantly unfolding, traditional ones are being changed and shifts are taking place in occupation skills and educational requirements. These changes are a result of new technology, changes in organizational design and the trend towards global business operations (Mis', 2011). With all these changes, organizations might ask what the point is of planning ahead by developing a career plan. The point is to develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills. Once an organization plans itself, it should be equipped to self-manage employees' career and take advantage of changes in the economy and job market rather than becoming a victim of change (Collings & Mellahi, 2009).

Career management is always important to employees regardless of whether they are currently in the market looking for employment, or they are already employed. The workplace is ever changing and that each employee continues to grow in complexity. Career development never ends; it is a lifelong process, and while it does not have to be the focus of their doings, employees should always know that what they are doing now can help their career (Collings *et al.*, 2017).

Career planning and management forms an essential part of employee's commitment and concerns a complex of processes which enables the employer to identify talented employees' at all functional levels, that is, employees with high potential for professional growth and/or high work performance. This clearly defines the options and requirements for career advancement including the conditions under which to conduct appropriate educational and other developmental activities, in order for such employees

to advance their professional growth and take on new responsibilities (Kiiru & Muraga, 2015).

Career management is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results. It must, however, be noted that individual and organizational careers are not separate and distinct. Employees who are not able to translate their career plans into actions within the organization may probably quit the job, if they have a choice. Organizations, therefore, should help employees in career management so that both can satisfy each other's needs (Khan, 2012). Every employee has a desire to grow and scale new heights in his/her workplace continuously. If there are enough opportunities, they can pursue their career goals and exploit their potential fully. They feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals (Cappelli, 2008).

Unfortunately if organizations do not pay adequate attention to this aspect in actual practice for a variety of reasons, the demands of employees are not matched with organizational needs and no effort is made to show how the employees can grow within certain limits. When recognition does not come in time for meritorious performance and a certain amount of confusion prevails in the minds of employees on whether they are 'in' with a chance to grow or not, they look for greener pastures elsewhere (Ngethe, Namusonge & Iravo, 2013). Key executives leave in frustration and the organization suffers badly when turnover figures rise. Any recruitment effort made in panic to fill the vacancies is not going to be effective. So, the absence of a career plan is going to make a big difference to both the employees and the organization. Employees do not get right breaks at a right time and their morale will be low and they are always on their toes trying to find escape routes (Shields *et al.*, 2015).

Organizations are not going to benefit from high employee turnover. New employees mean additional selection and training costs. Bridging the gaps through short-term replacements is not going to pay in terms of productivity. Organizations, therefore, try to put their career plans in place and educate employees about the opportunities that exist

internally for talented employees. Without such a progressive outlook, organizations cannot prosper (Becker & Huselid, 2006). Leaders around the world are dealing with the complexities involved in managing and retaining an engaged, motivated and productive work force (Gold *et al.*, 2010).

Every organization, regardless of size or ownership, is faced with the challenges involved in identifying and developing managers who have leadership potential and finding qualified employees who come to work enthusiastic about their jobs, and who want to contribute to their organization's success. Vaiman *et al.* (2012) implied that employee's commitment; that is, how to attract, develop, motivate and retain employees with the core capabilities needed to achieve organizational success, is at the heart of many of these challenges. An often neglected, yet critical aspect of employee's commitment is career planning and development. It is an area that requires special attention from both the organization and the employee, yet employees are often left on their own and rarely have frank and regular exchanges with management when it comes to developing their career plans (Hor *et al.*, 2010).

2.4.5 Measurement of Employee's Commitment

The substantial volume of research on the link between HRM and employee commitment over nearly two decades generally finds a positive relationship between the extent of HR practices used and employee commitment (Armstrong, 2014). Despite debate about which HR practices to include in the analysis of the relationship between HR and commitment, common practices include organizational culture, recruitment, selection, training, rewarding and career management.

It is perhaps common sense that there would be substantial expected utility associated with management development for organizations and employees. Since managers are considered to be such a key resource for organizations, the successful development of this resource (the presence of "good" managers in organizations) is likely to be associated with positive performance. Investment in management development by organizations is also likely to be viewed as a commitment by employees that may help to

strengthen the mediating influences of effective commitment, discretionary effort, job satisfaction and turnover intentions of employees, all of which can have positive effects on employee's commitment (Kuvav & Dysvik, 2010).

It is apparent that employees' satisfaction plays a vital aspect in the achievement of organizations objectives. If employees are satisfied and happy with their management and workplace environment, the employees' commitment towards the organization will increase and they will definitely put their best efforts in their work in order to make the organization successful. It is understood that if organizations want to get quality work from their employees, they have to work on making them contented. It is rather difficult to judge the employees' happiness just by the results of their work or their personal attributes when they arrive in the office in the morning. Whether an employee is satisfied at work depends on several other factors; including the recognition they get for the good work they have been doing, training opportunities and career management offered by the organization (Bridger, 2014).

An engaged workforce generates valuable business results for an organization and this starts with employer practices such as recruitment, selection, training, compensation, and career development and management. Such practices affect employees' level of satisfaction as well as employee commitment. To engage employees as well as to benefit from that engagement, organizations must invest in its human resource practices. Organizations need to devote resources to the HR practices they believe will generate the biggest return for their investments and they must weigh the level of engagement and commitment they want and at what cost (Vaiman *et al.*, 2012).

Compensation powerfully influence employee engagement and commitment. Some compensation components encourage commitment to employers, while others motivate engagement in the job. It is possible to stimulate one and not the other, though it is generally better to foster both. Organizations that offer a strong performance incentive system but no retirement plan will probably realize exceptional engagement from its workers; however, they may eventually commit themselves to another organization that offer good retirement plans. Meanwhile, an organization that offers generous retirement

benefits but a traditional seniority-based pay grade system may have committed employees. However, these employees might deliver pedestrian performance as they bide their time until retirement. In designing compensation plans, organization therefore need to consider employee engagement and commitment strategically (Kruise, 2012).

2.5 Empirical Review

Lyria, Namusonge and Karanja (2014) focused on the effect of talent attraction on employee commitment in companies listed in the NSE in Kenya. They found out that acceptance of organization performance was positively correlated with talent attraction which revealed that any positive change in talent attraction on employee commitment led to increased acceptance of employee commitment. In their study, they conducted a regression analysis to empirically determine whether talent attraction was a significant determinant of employee commitment in NSE listed companies. In this case a goodness of fit test for the regression between employee commitment and talent attraction was carried out which was satisfactory.

An R squared of 0.76 indicated that 76% of the variances in the acceptance of talent attraction by NSE listed companies are explained by the variances in the employee commitment. The correlation coefficient of 27.5% indicated that the combined effect of the predictor variables had a moderate and positive correlation with employee commitment. Lyria *et al.* (2014) study also found that acceptance of employee commitment was positively correlated with talent retention and this revealed that a positive change in talent retention led to an increase in performance thereby increasing employee's commitment in the organization.

Gathungu, Namusonge and Iravo (2016) focused on the influence of training practices on the commitment of employees in the commercial banks in Kenya. They found that training and career management practices in the banking sector have a positive significant influence on employee commitment, at $p=0.000$, at a $p<0.01$ level of significance hence concluding that training practices in the Kenyan commercial banking sector had a very positive influence on the employees' commitment. The study

concluded that there was need to enhance the career management aspect of training in the banking sector as it enables the employees to meet their personal long term career goals as they endeavor to be more productive.

They also concluded that lack of career management support in terms of training by the organization led to the employees taking personal initiative to advance in their studies, but when they get certification, they were not given recognition hence low retention commitment. Ngethe (2013), Muma (2014), and Gathungu *et al.* (2016) also found out that, career development and management play a significant role in employee commitment in the academic institutions and commercial banking sector.

Ngethe, Namusonge and Iravo (2013) focused on the promotion opportunities for academic staff members in public universities in Kenya. They concluded that promotion has an impact on an individual's intention to stay in an organization. It has also been noted that promotion enhances employee performance, thus increasing employee's commitment into an organization (Simiyu, 2012). Chahenza (2017) and Berry (2010) focused on promotion and recognition practices and concluded that promotion was positively related to continuance and affective commitment of employees. Gathungu *et al.* (2016) focused on promotion practices and compensation and how they influence commitment of employees in the banking sector. They found out that promotion practices have a weak but positive and significant correlation with employee commitment at $r = 0.2891$, $p < 0.001$ and a 0.05 level of significance.

From these correlation results, they concluded that promotion practices in the banking sector tend to have a weak correlation with the highest number of variables and hence affirmed that employee promotion practices do not have a strong influence on the commitment of banking sector employees. The results of Gathungu *et al.* (2016) indicate that the compensation practices in the banking sector have an influence on the commitment of employees. The compensation practices had a positive significant influence at $p = 0.017$ at $p < 0.05$ level of significance. This implied that compensation paid to the employees influenced whether they put in extra effort, are loyal to the organization or even if they intend to stay with the organization. Katua, Mukulu, and

Gachunga (2014) also found out that compensation practices play a positive role in ensuring the improved performance and competitive advantage of the commercial banks that adopt them.

Khulida and Siti (2012) focused on the relationship between organizational career management and employee commitment. Results of the study indicated that there was significant and positive relationship between employee's commitment, career management and the individual performance. In addition, on a study to determine the effect of career management on organizational performance in companies listed in NSE in Kenya by Lyria (2014), correlation test analysis was done between the dependent variable (organization performance) and career management. The results showed that acceptance of organizational performance was moderately but positively correlated with career management (Lyria, 2014). This revealed that any positive change in career management on organizational performance led to increased acceptance of organizational performance in companies listed in NSE in Kenya.

Employee commitment has become crucial in today's competitive world, and organizations cannot perform well unless the employees in such organizations are committed and work effectively. Literature indicates that commitment of talented core employees can give an organization competitive advantage in the era of stiff competition and talent wars. In line to this Gathungu *et al.* (2016) carried out a study on the influence of human resource management practices on the commitment of employees in the commercial banks in Kenya. Their study was anchored on the fundamental reasoning that banking sector employees are a crucial resource for the financial sector, and specifically the Commercial banking sector that is currently undergoing many changes.

The study concluded that human resource management practices influence employee commitment with career development and management together with performance evaluation being identified as predictors of employee commitment. They in addition noted that promotion opportunities had a negative influence on employee commitment in commercial banks in Kenya (Gathungu *et al.* (2016). The research study measurement of employee commitment included value, effort and retention which showed that there was

a significant relationship between the HRM practices and overall commitment of employees in the commercial banking sector.

2.6 Critique of the Existing Literature

On employee resourcing, Lyria *et al.* (2014) in a study on the effect of talent management on organizational performance in companies listed in the NSE in Kenya used talent attraction and talent retention as separate practices of HRM. In their findings, and in the two variables separate, they found out that acceptance of organizational performance was positively correlated with talent attraction and talent retention which revealed that any positive change in talent attraction and talent retention led to an increase in organizational performance.

In this case, the researcher felt that the two practices should be integrated into employee resourcing since this practice of HRM takes into account several other HRM practices apart from the two mentioned by Lyria *et al.* (2014). This is supported by Armstrong (2012) who asserts that resourcing strategy ensures that the organization obtains and retains the people it needs and employs them efficiently. Armstrong (2012) further adds that resourcing strategy as a HRM practice should take into account human resource planning, resourcing plans, retention plans and flexibility plans as its key components which results to organizations getting committed employee's to work with.

Training and career management practices in the banking sector has been found to have a positive significant influence on employee commitment and this is in accordance with the research conducted by Gathungu *et al.* (2016), hence concluding that training practices in the Kenyan commercial banking sector had a very positive influence on the employees' commitment. The study concluded that there was need to enhance the career management aspect of training in the banking sector as it enables the employees to meet their personal long term career goals as they endeavor to be more productive. It was also concluded that lack of career management support in terms of training by the organization led to the employees taking personal initiative to advance in their studies,

but when they get certification, they are not given recognition hence low retention commitment.

These findings by Gathungu *et al.* (2016) clearly shows that employee training in organizations is very crucial and that organizations must endeavor to continuously train their key assets for them to be committed to the organization and in the long run for the organization to attain its return on investment. In conclusion, this practice of HRM is very crucial to any organization as it is a key determinant of employee's commitment and it is felt that an organization can only ignore it at its own peril. The researcher therefore felt the need to test training as a key HRM practice in the Tele-communication Industry to find out if similar conclusion would be made.

Obenge (2014), Sial *et al.* (2011) and Gathungu *et al.* (2016) noted that promotion enhances employee performance, thus increasing employee's commitment in an organization and hence concluded that promotion was positively related to continuance and effective commitment of employees. The research appreciated the outcomes of the research findings by the various researchers but noted with concern that there are many other reward strategies that can be put into consideration apart from the promotion strategy. In this case the study opted for employee rewarding as a HRM practice since it has an inclusive version of the total reward strategy. This is supported by Scott (2014) who suggested that sustained profitable growth requires aligning the goals and objectives of the organization's employee value proposition (EVP) and total rewards strategy with those of the business, and promoting a culture that attracts and retains the talent with the skills and competencies that the organization needs now and into the future.

In addition to Gathungu *et al.* (2016) research findings, it was noted that promotion practices in the banking sector tend to have a weak correlation and hence affirmed that employee promotion practices do not have a strong influence on the commitment of banking sector employees. The results of Gathungu *et al.* (2016) indicated that the compensation practices in the banking sector have a positive influence on the

commitment of employees. In this case the researcher would want to find out whether the same findings would be in accordance with the Tele-communication Industry.

On career management, regression analysis was conducted to empirically determine whether career management was a significant determinant of organization performance in the NSE listed companies. Correlation test analysis test was done between the dependent variable (organization performance) and career management (Lyria *et al.*, 2014). The results showed that acceptance of organizational performance was moderately but positively correlated with career management. This revealed that any positive change in career management on organizational performance led to increased acceptance of organizational performance. Career management in this case has been correlated with organizational performance and not employee's commitment in organizations. Furtherance to this, those studies that have been carried out in other organizations found that there has been significant and positive relationship between organizations performance, career management and individual performance Khulida and Siti (2012). In this case, the researcher appreciated the findings and wanted to find out if the same would be achieved in the Tele-communication Industry.

On employee commitment, Gathungu *et al.* (2016) carried out a study on the influence of career development and management and performance evaluation in the Commercial Banks in Kenya. Their study generally concluded that human resource management practices influence employee commitment with career development and management and performance evaluation being identified as predictors of employee commitment. They in addition noted that promotion opportunities had a negative influence on employee commitment in Commercial Banks in Kenya. The research study measurement of employee commitment included value, effort and retention which showed that there was a significant relationship between the HRM practices and overall commitment of employees in the Commercial Banking sector. In line with this, the study confirms that integrating various HRM practices gives an organization a competitive edge over its rivals (Armstrong, 2012).

The study decided to retain some variables that gave excellent findings in Gathungu *et al.* (2014) research. The study felt that some of these variables were important to an organization such as training, and decided to combine promotion and compensation to form employee rewarding. The study integrated employee resourcing, training, rewarding and career management as the main HRM practices, which were identified as predictors of employee commitment. For purposes of this research, the study measured employee's commitment with employee's discretionary effort, job satisfaction and turnover intentions to show if there was a significant relationship between HRM practices and employee's commitment in the Tele-communication Industry.

2.7 Research Gaps

Armstrong (2014) argued that resourcing strategy as a HRM practice should take into account integrated plans which are human resource planning, resourcing plans, retention plans and flexibility plans as its key components which results to organizations getting committed employee's to work with. Lyria *et al.* (2014) study on talent management and organizational performance adopted talent attraction as a practice of HRM. The study on the other hand decided to find out whether integrating talent attraction and talent retention into employee resourcing would enhance employee commitment in the organization.

The findings by Gathungu *et al.* (2016) on training clearly shows that employee training in organizations is very crucial and that organizations must endeavor to continuously train their key assets for them to be committed to the organization and in the long run for the organization to attain its returns on investment. Since this HRM practice is very crucial to any organization that wants to achieve sustainable competitive advantage (Armstrong & Taylor, 2017), the study felt the need to retain this variable in the research and further find out if the same results found in the commercial banks in Kenya would be reflected after evaluating the effect of human resource training on employee's commitment in the Tele-communication Industry in Kenya.

The findings by Ngethe *et al.* (2013) and Gathungu *et al.* (2016) showed that promotion enhances employee performance in the organization and in the long run increasing employee's commitment. In this case the study appreciated the outcomes of the research findings by the various studies but noted with concern that there are many other reward strategies that can be put into consideration apart from the promotion strategy. Sustained profitable growth requires aligning the goals and objectives of the organization's employee value proposition and total rewards and the study opted for employee rewarding as a HRM practice since it has an inclusive version of the total reward strategy. The previous studies show that promotion contributes to employee commitment but is not inclusive and hence the study focused on the total reward strategy and wanted to test it in the Tele-communication Industry and find out if it would have a positive effect on employees' commitment.

Career management according to Lyria *et al.* (2014) was correlated with organizational performance and not employee's commitment in organizations. Furtherance to this, those studies that have been carried out in other organizations shows that there has been significant and positive relationship between organizations performance, career management and the individual performance (Makokha, Namusonge & Milgo, 2017). In this case, the study appreciated the findings and wanted to find out if the same would be achieved in the Tele-communication Industry and if it would have a positive effect on employee's commitment.

Gathungu *et al.* (2016) research adopted performance evaluation as a human resource management practice to check on the influence it has on employee commitment. In this research, the researcher felt the need to integrate various other human resource management practices. Armstrong (2014) reiterates further that for any organization that wants to achieve sustainable competitive advantage, it must consider the use of bundled human resource management practices in maintaining and retaining its human capital. In this case the study decided to adopt employee resourcing, training, rewarding and career management as the main predictors of employees' commitment in an organization and

find out whether applying these variables would enhance employee commitment in the Tele-communication Industry.

2.8 Summary of Literature Reviewed

The chapter presents a theoretical review focusing on the Intellectual capital theory which was relevant to the study as it informed the employee resourcing variable in that organizations are able to identify the best human capital to work with by attracting new staff with the right skills and knowledge. Through the theory, organizations conduct the training need analysis of employees in order to know the employees to be trained and the areas to be trained on so as to instill knowledge, skills and abilities, leading to enhanced employee's commitment in organizations. The human relations theory was relevant in the study and explained training and career management variables in organizations and it looked at the organization as a cooperative enterprise wherein worker morale is a primary contributor to productivity. The resource based view theory on the other hand provided useful basis for understanding the value that human resource management practices adds to employees' commitment in the organization and supports employee resourcing and career management variables. The learning organization theory proposed that employees need to be trained constantly so that they can be in line with what is happening within the industry.

Employee resourcing ensures that an organization get the best skilled manpower available in the market. Besides skills, organizations sought to get employees who have a passion for their work. From the literature reviewed it is clearly seen that resourcing strategy ensures that the organization obtains and retains the people it needs and employs them efficiently (McDonnell, 2010). The literature further convenes 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 aim of this strategy therefore according to the reviewed literature is to ensure that an organization achieves sustained competitive advantage by employing more capable employees than its rivals and boosting their commitment to the organization. This strategy also seeks to retain them by providing better opportunities

and rewards than others and by developing a real organizational culture (Armstrong, 2014).

From the literature, key component of human resource training in organizations is to ensure that effective strategies are put in place to allow organizations to constantly train employees on their various tasks, ensure that they learnt new tasks and grow career wise hence contributing to employee's commitment in the organization. In addition to this, the reviewed literature emphasizes that human resource training should be of such nature that it should oil the human resources machinery making it something that takes the organization forward. In addition, it clearly asserts that if human resource training is not professional or appropriate, the result is a bureaucratic setup that is a hindrance to everyone in the organization. Rather than get mired in mindless formalities, HR should facilitate the growth of the organization, for which human resource training is the foundation (Mis', 2011).

Career management is important to any organization because how effectively an organization implements it determines how its employee's will be commitment and hence increased organizational performance. Literature reviewed shows that career planning and management forms an essential part of employee's commitment and involves a complex process which enables the employer to identify talented employee's ideally at all functional levels. This clearly defines the options and requirements for career advancement including the conditions under which to conduct appropriate educational and other developmental activities, in order for employees to advance their professional growth and take on new responsibilities (Sheehan, 2011).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 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 Kenya. 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 analysing the data.

3.2 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 Kenya. 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).

These two approaches reinforce each other (Picardi & Masick, 2013). The approaches have been used successfully in studies on “Effectiveness of Employee’s Commitment Strategies in Swiss Companies” (Langenegger *et al.*, 2011), “A Study of Employee’s Commitment as a Strategic Tool for the Organization in Selected Indian IT Companies” (Rani, 2014) and “Developing managerial talent commitment; Exploring the link between management of talent commitment and perceived performance in multinational corporations” (MNCs) (Shehan, 2012).

3.2.1 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, in reality, 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.

3.3 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. It is thus the entire group of individuals, events or objects having a common observable characteristic. The target population in this study consisted of all the Telecommunication

Companies in Mount Kenya region that are managed by the shop manager being the top most managers in the branch. In this case there are four Telecommunication Companies namely; Safaricom, Airtel, Telkom/Orange and Equitel. Mount Kenya region consists six major branches namely Nyeri, Thika, Embu, Meru, Nanyuki and Garissa giving a total target study population of two hundred and seventy four respondents (274).

These are made up of twenty one (21) shop managers, twelve (12) stock controllers, thirty (30) team leaders, fifty two (52) direct sales representatives, sixty three (63) direct sales agents and ninety six (96) customer care representatives from all the Telecommunication shops in Mount Kenya region as physically identified by the researcher.

The rationale for choosing the Tele-Communication Companies that are managed by the shop manager being the top most managers in the branch was because these managers are responsible in making decisions for their branches. More importantly they are responsible for employees' performance at work and therefore aim at ensuring that their employees are committed to their work in the organization hence increased performance of their various companies. They are also responsible for managing budgets and action plans in their branches and therefore they determine whether the components of human resource management practices that lead to employee's commitment are in place. This is presented in the table 3.2.1.

Table 3.1: Target Population

Employee Cadre	Safaricom	Airtel	Telkom/ Orange	Equitel	Sub- Total
Shop Manager	6	5	5	5	21
Stock Controller	12	0	0	0	12
Team Leader	12	6	6	6	30
Direct Sales Representative	22	12	12	6	52
Direct Sales Agents	22	18	17	6	63
Customer Care	46	22	22	6	96
Grand-Total	120	63	62	29	274

3.4 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 was a list of all the four Tele-Communication Companies shops in Mount Kenya region which add up to six branches which are Nyeri, Meru, Thika, Garissa, Embu and Nanyuki as sourced from the Communication Authority of Kenya (CAK, 2014).

The rationale for choosing the Tele-Communication Industry in Kenya was 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 (CAK, 2014).

3.5 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 sub groups in the Tele-communication companies.

In stratified random sampling, subjects are selected in such a way that the existing subgroups in the population are more or less reproduced in the sample (Tracy, 2012). In the ideal stratification, each stratum is homogeneous internally and heterogeneous with other stratum and stratification is also important when the researcher wants to study the characteristics of each certain population subgroup (Cooper & Schindler, 2013). To

obtain the desired sample size for the study with the population of 274, Nassiuma (2000) formula was used as shown;

$$n = \frac{N (cv^2)}{Cv^2 + (N-1) e^2}$$

Where n = sample size

N = population (274)

Cv = coefficient of variation (take 0.6)

e = tolerance of desired level of confidence (take 0.05) at 95% confidence level)

$$n = \frac{274 (0.6^2)}{0.6^2 + (274-1) 0.05^2} = 102.83(\text{rounded to } 103)$$

For convenience, the study rounded the sample size ' n ' to 103 which was guided by Mugenda and Mugenda (2009) that 30% of the population can be used to determine a representative sample size of the whole population. To obtain the desired sample size from each stratum, stratified sampling formula was used $i = n (N/P)$, (Kothari, 2009). Where: i are the number of respondents in the stratum to be sampled, n is the sample size, N is the population of the specific stratum, P is the population. The sample size of each stratum was calculated using the formula $i = n (N/P)$.

Table 3.2: Sample Size

Employee Cadre	Size of Stratum	Sample Size
Shop Manager	21	8
Stock Controller	12	5
Team Leader	30	11
Direct Sales Representative	52	19
Direct Sales Agents	63	24
Customer Care	96	36
Total Sample Size		103

3.6 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).

3.6.1 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 can cover a large number of people and a researcher can use them to reach a wide geographic coverage. They are relatively cheap and no prior arrangements are needed before posting. They avoid embarrassment on the part of the respondents as it allows them to consider responses, especially where there are pre-coded options. They also allow for possible anonymity of respondent and have no interviewer bias if administered correctly. Questionnaires were the main data collection instrument used to collect data on the independent variables 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.

3.7 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 was 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.

Care was taken to ensure internal and content validity of the questionnaire. Internal validity describes the ability of the research design to unambiguously test the research hypothesis while content validity measures whether it adequately covers the subject matter (Cooper & Schindler, 2014). The collected data was edited to ensure consistency and to locate any omissions.

3.8 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 in order 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 were given a questionnaire and was asked to answer all the questions.

The study made observations on the way the respondents responded to the questions given. The respondents in the pilot test beared the same characteristics as the study's sample, however, they were not included in the final study. The study pilot tested two of the busiest retail shops in the Central Business District (CBD) Nairobi, that is the Safaricom retail shop and Airtel retail shop which comprised of ten percent of the study sample as justified by Mugenda and Mugenda (2009) hence 10 respondents.

Picardi and Masick (2013) define validity as the accuracy and meaningfulness of inferences which are based on the research results. In addition, validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under study. Reliability is the stability or consistency of scores over time or across raters whereas validity refers to the extent to which an instrument truly measures that which it was intended to measure or how truthful the research results are.

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Crowther & Lancaster, 2012). Reliability coefficient of the research instrument was assessed using Cronbach's alpha (α). The Cronbach alpha results were ranging between 0.863 and 0.839 therefore the construct were acceptable as the recommended value of 0.7 was used as a cut-off point of reliabilities.

Cronbach alpha is the most commonly used coefficient of internal consistency and it is computed as follows;

$$A = k/k-1 \times [1 - \sum (S^2) / \sum S^2 \text{sum}]$$

Where:

α = Cronbach's alpha

k = Number of responses

$\sum (S^2)$ = Variance of individual items summed up

$\sum S^2 \text{sum}$ = Variance of summed up scores

3.9 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.

3.9.1 Quantitative Analysis

Quantitative data was analysed 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 in form 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).

Inferential data analysis was done using Pearson Correlation coefficient and regression analysis (multiple regression analysis). According to Tracy (2012) in many statistical methods in particular parametric measures one presumes normal distribution of the variables. Therefore for the purposes of using parametric statistics such as Pearson correlation and regression analysis, normal distribution of variables is needed and hence the variables were internally standardized.

According to Cooper and Schindler (2013), correlation technique is used to analyze the degree of relationship between two variables. The computation of a correlation coefficient yields a statistic that ranges from -1 to +1. This statistic is called a correlation coefficient (r) which indicates the relationship between the two variables being compared. The direction of the relationship is also important in that if it is positive (+) it means that there is a positive relationship between the two variables and this means that when employee resourcing, training, rewarding and career management increases, employee commitment increases or when employee resourcing, training, rewarding and career management decreases, employee commitment decreases also.

A negative relationship (-) means that as employee resourcing, training, rewarding and career management increases, employee commitment decreases or when employee resourcing, training, rewarding and career management decreases, employee commitment increases hence an inverse relationship. If there is no relationship the coefficient is equal to zero (0). Pearson correlation coefficient was used to determine the strength and the direction of the relationship between the dependent variable and the independent variable. The analysis using Pearson correlation coefficient was based on the assumption that the data was normally distributed and also because the variables were continuous.

Multiple regression was used to determine whether a group of variables together predicted a given dependent variable (Tracy, 2012). Therefore, multiple linear regressions were used to obtain an equation which described the dependent variable in terms of the independent variable based on the regression model. Crowther and Lancaster (2012) state that multiple linear regression is used in situations where the number of independent variables is more than one. Multiple regression analysis is also valuable in quantifying the impact of various simultaneous influences upon a single dependent variable.

Saunders *et al.* (2013) states that multiple regression analysis involves combining several predictor variables. Since there were four independent variables in this study the multiple regression model generally assumed the following equation.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \text{ where: -}$$

Y = represents the dependent variable, Employee's Commitment

β_0 = constant

X_1 = Employee Resourcing

X_2 = Training

X_3 = Rewarding

X_4 = Career Management

ϵ = Error Term

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).

3.9.2 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).

All these definitions agree that content analysis emphasizes an integrative view of speech or text and their specific contexts. 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.

3.9.3 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 the purpose of 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 Kenya.

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.

3.10 Diagnostic Tests

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

3.10.1 Normality Tests

Normality test is a statistical process used to determine if a sample or a group of data fits a standard normal distribution. According to Gujarati (2002), tests of normality determine if the data is well modeled and normally distributed. A researcher should ensure that variables have roughly normal distribution. This is most important especially if the

results are to be generalized beyond the sample collected (Ghasemin & zahediasi, 2012). Both kolmogorov-Sminorv and Shapiro-Wilk normality tests were used. For kolmogorov- smirnov test, if the tests of normality yield a figure less than 0.05 then it mean that the data is not normally distributed but for Shapiro-wilk if the figure is less than 0.05 then the data is normally distributed.

3.10.2 Sampling Adequacy Test

According to Magd (2008) KMO is an index used to examine and justify the appropriateness of application of Factor Analysis; values between 0.5-1.0 indicate that a factor is significant. Moutinho and Hutcheson (2010) suggested that values between 0.7 and 0.8 are good for factor analysis.

3.10.3 Autocorrelation Test

Auto-correlation is a characteristic of data in which the correlation between the values of the same variables is based on related objects. It exists in those types of data sets in which the data, instead of being randomly selected is from the same source. Durbin-Watson test was used to test for the presence of autocorrelation between variables. Gujarati (2003) observed that Durbin-Watson statistic ranges from 0 to 4. A value near 0 indicates positive autocorrelation while a value close to 4 indicates negative autocorrelation. A value ranging from 1.5 to 2.5 indicates that there is no presence of autocorrelation.

3.10.4 Multi-collinearity Test

Multi-collinearity on the other hand is phenomenon in which one predictor variable in a multiple regression model can be linearly predicted from the others with a substantial degree of accuracy. The variables or items should be reasonably correlated to each other but not to the point of extreme multicollinearity or correlations greater than 0.90 (Tabachnick & Fidell, 1996). However, we only worry of multicollinearity when it is a very severe; otherwise if it is not severe, we can simply tolerate or accommodate the problem, and work with it. Multicollinearity results in the estimate of one variable

impacting on the dependent variable while controlling for other variables that tends to be less precise than if predictors were uncorrelated. Rumsey (2009) observes that the bottom line is this; if two x variables are significantly correlated; only include one of them in the regression model, not both.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 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.

4.2 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 % as depicted by the frequency distribution table 4.1 below. This response rate was satisfactory to make inferences and conclusions for this study. 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 considered to be 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.

Table 4.1: Response Rate

Response	Frequency	Percent
Successful	95	92.3
Unsuccessful	8	7.7
Total	103	100

4.3 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).

4.3.1 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 Nairobi CBD region. Reliability of all the four constructs attracted Cronbach Alpha as follows; employee resourcing at 0.839, training at 0.853, rewarding at 0.863 and career management at 0.859. A Cronbach alpha of more than 0.7 indicates that the data collection instrument is reliable (Field, 2009). The reliability results are presented in the appendix III.

4.3.2 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

4.4 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.

4.4.1 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 as shown by the figure 4.1 below, 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 gender are to be considered through proactive affirmative policies.

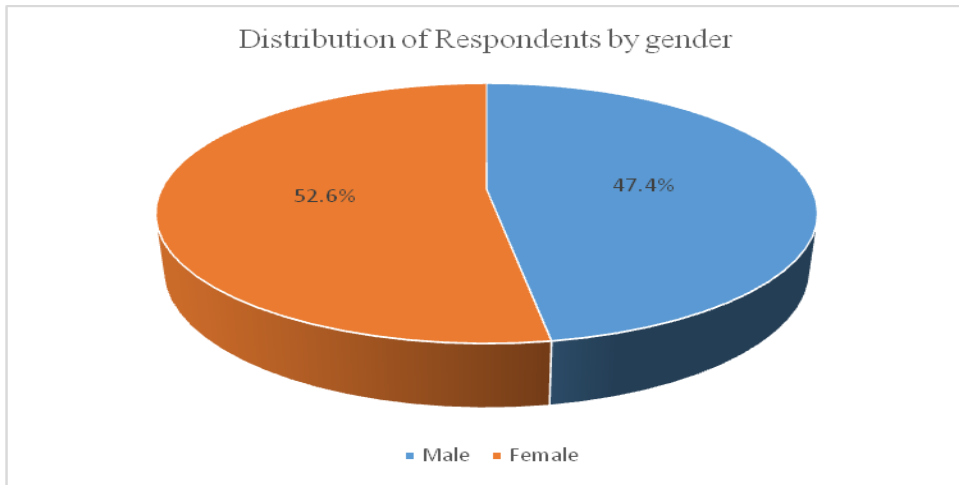


Figure 4.2: Distribution of Respondents by Gender

4.4.2 Distribution of Respondents by Education Level

The respondents were asked to indicate their level of education. The results were shown in Figure 4.2 below.

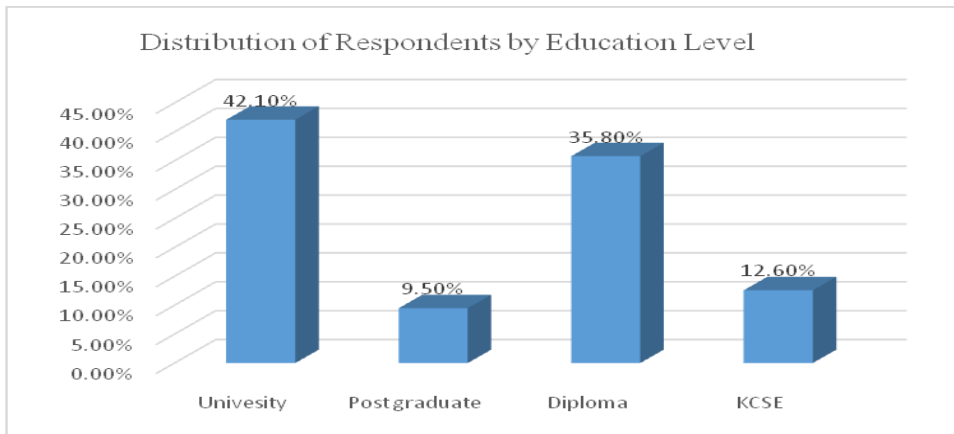


Figure 4.2: Level of Education

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 KCSE certificate whereas 9.5% of the respondents were post graduates. This showed

that most of the respondents were knowledgeable and gave valid, reliable and more accurate responses in regard to 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.

4.4.3 Period of Service in the Organization

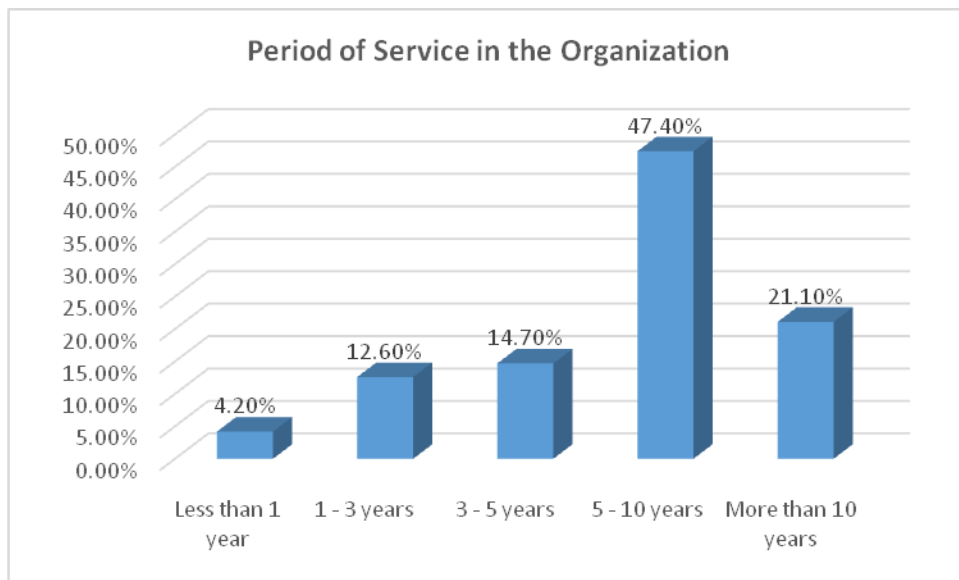


Figure 4.3: Period of Service in the Organization

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 as shown in figure 4.3 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.

4.5 Descriptive Results

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

4.5.1 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 are given in Table 4.2 below.

Table 4.2: Effect of Employee Resourcing

Opinion	Frequency	Percent
Yes	91	95.8
No	4	4.2
Total	95	100

From the research findings, majority of the respondents as shown by 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 factor of employee resourcing was measured on ten variables put as inquiry statements in five-point Likert scale ranging from strongly agree to strongly disagree as given in table 4.3 below.

Table 4.3: Effect of Employee Resourcing

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev.
I like the way my organization develops its organization culture in order to inform its employees commitment	1.5%	4.8%	3.0%	51.6%	39.1%	4.6912	.69663
My employer brand attracts external talents hence making employees to be committed to the organization	1.9%	3.4%	2.9%	57.9%	33.9%	4.3676	1.11843
External talents seek growth and advancement which they can only find in high performing organizations which have good reputation	3.8%	4.5%	1.6%	52.5%	37.6%	4.0588	1.43394
Attracting and retaining talents are fundamental necessities of employee's commitment in my organization	1.9%	0.9%	4.7%	46.2%	46.3%	4.0441	1.45000
I find my organization to be attractive and to be adding leverage to me which makes me become committed to it	2.9%	3.7%	5.2%	63.4%	24.8%	4.0441	1.45000
My organization is creative to make a high quality brand and is committed to bring the best talents into it	1.5%	0.8%	2.6%	64.3%	30.8%	4.6912	.69663
My organization recruits continuously; that is, it does not recruit when a position opens, it recruits when it finds talent	3.3%	1.5%	6.3%	54.7%	34.2%	4.1471	1.31880
My position in the organization matches my talents and competencies	1.8%	2.4%	1.7%	59.1%	35.0%	4.0441	1.45000
My organization strives to retain me in it in order to enhance employees commitment	0.6%	2.9%	3.8%	55.4%	37.3%	4.0441	1.45000
My organization allows me to switch positions or carry any of the tasks that can be undertaken by my team members which makes me feel appreciated in it	1.3%	2.8%	0.3%	70.2%	25.4%	4.6912	.69663

The study sought to assess whether the Tele-communication Companies develop their organizational culture. The way an organization develops its culture is very crucial and relevant to employee resourcing. Results show that 90.7% (mean = 4.6912; std dev = .69663) of the respondents agreed that organizations are actively involved in the development of their culture. Results also revealed that 6.3% disagreed while 3.0% could not make up their minds on the statement.

The study sought to assess whether the employer brand attracts external talents easily hence making employees to be committed to the organization. Results show that majority of the respondents 91.8% (mean = 4.3676; std dev = 1.11843) agreed with the statement that their employer brand attracts external talents easily hence making employees to be committed to the organization, 5.3% of the respondents disagreed with the statement while 2.9% were neutral of the statement.

The study also sought to assess whether external talents seek growth and advancement which can only be found in high performing organizations which have good reputation. Results show that majority of the respondents 90.1% (mean = 4.0588; std dev = 1.43394) agreed that external talents seek growth and advancement which can only be found in high performing organizations which have good reputation. Results also revealed that 8.3% disagreed while 1.6% could not make up their minds on the same statement.

The study sought to assess whether attracting and retaining talents are fundamental necessities of employee's commitment in the Tele-Communication Companies. Attracting and retaining talents in organizations is crucial in employee resourcing as it is a fundamental necessity of employee's commitment. Results shows that majority of the respondents 92.5% (mean = 4.0441; std dev = 1.45000) agreed with the statement that attracting and retaining talents are fundamental necessities of employee's commitment in their organizations. Results also revealed that 2.8% of the respondents disagreed with the statement and 4.7% of the respondents were neutral to the same statement.

The study sought to assess whether attractive organizations add leverage to employees which makes employees to be committed to it. Results show that majority of the respondents 88.2% (mean = 4.0441 ; std dev = 1.45000) agreed with the statement that attractive organizations add leverage to employees which makes employees to be committed to it, 6.6% of the respondents disagreed with the statement while 5.2% were neutral of the statement.

The study also sought to assess whether organizations are creative enough to make high quality brand and if they are committed to bringing the best talents into the organization. Results shows that 95.1% (mean = 4.6912; std dev = .69663) of the respondents agreed with the statements that organizations are creative to make high quality brand and are committed to bringing the best talents into the organization whereas 2.3% disagreed with the statement, and 2.6% of the respondents were undecided on the statement.

The study sought to assess whether organizations recruit continuously; that is, they do not recruit when a position opens but recruits when they find talents. Results shows that 88.9% of the respondents (mean = 4.1471; std dev = 1.31880) agreed with the statements that organizations recruit continuously; that is, they do not recruit when a position opens but recruits when they find talents whereas 4.8% disagreed with the statement, and 6.3% of the respondents were undecided on the statement.

The study also sought to assess whether organizations match their employees positions with their talents and competencies. Results show that majority of the respondents as shown by 94.1% (mean = 4.0441; std dev = 1.45000) agreed with the statement that organizations match employees positions with their talents and competencies. Results also revealed that 4.2% of the respondents disagreed while 1.7% of the respondents could not make up their minds on the statement.

The study sought to assess whether organizations strive to retain employees in order to enhance their commitment. Results show that majority of the respondents 92.7% (mean = 4.0441; std dev = 1.45000) agreed with the statement that organizations strive to retain

employees in order to enhance their commitment. 3.5% of the respondents disagreed with the statement whereas 3.8% were neutral.

The study sought to assess whether employees are allowed to switch positions or carryout any of the tasks that can be undertaken by their team members in the organization. Results show that majority of the respondents 95.6% (mean = 4.6912; std dev = .69663) agreed with the statement that organizations allow employees to switch positions or carryout any of the tasks that can be undertaken by their team members, whereas 4.1% of the respondents disagreed with the same statement and 0.3% were neutral.

The respondents' were requested to indicate how else employee resourcing affected employee commitment in the Telecommunication Companies in Kenya. The responses were reflected in the following qualitative statements and quotations; 30.5% of the respondents said that "millennials and generation Z look at things fundamentally in a different way and they integrate their thinking and their way of doing things in the organization which affects employee commitment", 20.4% of the respondents said that "organizations that provide better opportunities and rewards attract the right talents and develop an organizational culture that is crucial and relevant to employee resourcing", 26.6% of the respondents said that "creation of high value in the industry and brand has helped them attract external talents", 15.5% of the respondents said that "organizations match employee's positions with their talents and competencies to improve employee performance which ultimately affect employee's commitment in their work" and 7% of the respondents did not respond.

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.

4.5.2 Descriptive Analysis of Training and Development

Results from sampled employees on whether training and development affects employee commitments in the organization, results are shown in the frequency Table 4.4 below.

Table 4.4: Effect of Training and Development on Employee Commitment

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

From the research findings majority 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.

Table 4.5: Training and Development

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std dev
My Organization trains for high performance and potential new positions which makes employees to be committed in their work	1.6%	5.8%	3.9%	49.4%	39.3%	4.6176	.91471
My education level is useful in strategic human resource development and it leads to employee's commitment in the organization	2.7%	0.8%	3.0%	50.4%	43.1%	4.6912	.69663
My organization conducts an effective development and assessment plan in determining the employee to be trained	3.3%	3.9%	4.8%	53.5%	34.5%	4.3676	1.1183
My organization provides me with effective mentoring and coaching programs to ensure that am able to carry out my duties and responsibilities with ease	6.2%	4.3%	3.7%	47.0%	38.8%	4.6941	.6750
Am always given feedback on performance after training which makes me feel responsible to my performance	4.0%	3.4%	2.8%	51.6%	38.2%	4.6941	.6750
Am given training and support that I need to get off a strong start as it enables me get much committed to my work	5.1%	4.6%	3.0%	55.9%	31.4%	4.6912	.6966
My organization trains and gives support to new hires which makes employees feel recognized and appreciated into the organization	2.4%	5.6%	6.9%	47.4%	37.7%	4.3676	1.1184
Continuous growth and development through training is one of the most important factors in employee's motivation and commitment of talents	3.9%	4.7%	2.0%	52.5%	36.9%	4.6444	.91471
The training given to me matches my career development objectives and job needs therefore enabling the organization to manage its talents effectively	3.6%	4.3%	5.7%	48.4%	38.0%	4.6224	.93496
Am involved in determining the best kind of training that suits me hence effective career progression.	4.0%	3.7%	2.2%	51.3%	38.8%	4.6898	.90376

The study sought to evaluate whether organizations trains for high performance and potential new positions which makes employees to be committed in their work. Results show that majority 88.7% of the respondents (mean = 4.6176; std dev = .91471) agreed

that training for high performance and potential new positions makes employees more committed in their work. Results also reveal that 7.4% disagreed while 3.9% neither agreed nor disagreed with the statement. The findings agreed with those in Carins (2009) who noted that it is necessary that employee's commitment in organization requires 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 study sought to evaluate whether the education level of employees is useful in strategic human resource development and if it leads to employee commitment in the organization. Results show that 93.5% (mean = 4.6912; std dev = 69663) agreed that education level of employees is useful in strategic human resource development and that it leads to employee commitment in the organization, 3.5% disagreed while 3.0% neither agreed nor disagreed with the statement. The findings agreed with those in Horwitz & Budhwar, (2015) who mentioned in their article, that corporate universities are a catalyst of strategic human resource development and the emergence of corporate universities highlights its importance in the area of strategic human resource development which leads to the success of employee's commitment in organizations.

The study sought to evaluate whether organizations conduct an effective development and assessment plan in determining the employees to be trained. Results show that majority 88.0% (mean = 4.3676; std dev = 1.1183) agreed that organizations conduct an effective development and assessment plan in determining the employees to be trained. Results also show that 7.2% disagreed while 4.8% neither agreed nor disagreed with the statement. The findings are in agreement with those of Glen (2007) who mentions that organizations need to implement an effective development and assessment plan which can lead to identifying opportunity as the main component of employee's commitment for achieving their mission, and also they need to capitalize on great on-the-job training opportunity and provide not only effective mentoring and coaching but also high quality assessment activities (Gold *et al.*, 2016).

The study sought to evaluate whether organizations provide effective mentoring and coaching programs to ensure that employees are able to carry out their duties and responsibilities with ease. Results shows that 85.8% (mean = 4.6941; std dev = .6750) agreed that their organizations provide effective mentoring and coaching programs to ensure that employees are able to carry out their duties and responsibilities with ease, 10.5% disagreed while 3.7% neither agreed nor disagreed with the statement. These findings are in line with those of Gold *et al.* (2016) who reckons that putting people in position before they expect it, which is another developing system, proves to be a very effective development method. He further adds that feedback and coaching are two aspects of mentoring that are very essential issues of developing talents.

The study sought to evaluate if organizations give feedback on performance to employees after training. Results show that 89.8% (man = 4.6941; std dev = .6750) agreed that their organizations give feedback on performance to employees after training, 7.4% disagreed while 2.8% neither agreed nor disagreed with the statement. These findings are in agreement with those of Williamson (2011) who emphasizes that institutions should ensure that policies and programs facilitate the continuing development of employees by working with staff to: assess and provide feedback on their skills and interests, follow up with employees after a learning activity to integrate new skills and knowledge into their responsibilities.

The study sought to evaluate whether employees are given training and support that they need to get off a strong start that makes them much committed to their work. Results show that 87.3% (mean = 4.6912; std dev = .6966) agreed that employees are given training and support that they need to get off a strong start that makes them much committed to their work while 9.7% disagreed with the statement, and 3.0% neither agreed nor disagreed with the statement. The findings agrees with a survey conducted by Scott (2014) that found that as young employees increasingly value career-relevant skills, and as awareness spreads more quickly of which employers provide good development training, there is a new opportunity for some employers to shine and that

by building a distinctive program for training new hires, and getting the word out about it, an organization today can gain an edge in the competition for top talent.

The study sought to evaluate whether the training and support given to new employed employees makes them feel recognized and appreciated in the organization. Results shows that 85.1% (mean = 4.3676; std dev = 1.1184) agreed that training and support given to newly employed employees makes them feel recognized and appreciated in the organization, 8.0% disagreed while 6.9% neither agreed nor disagreed with the statement. These findings concur with those of Glen (2007) who noted that one key factor in employee motivation and retention is the opportunity employees want to continue to grow and develop job and career enhancing skills. The author in addition says that this opportunity for employees to continue to grow and develop through training is one of the most important factors in employee motivation. The author insisted that by building a distinctive program for training new hires, and getting the word out about it, an organization today can gain an edge in the competition for top talent.

The study sought to evaluate if continuous growth and development through training is one of the most important factors in employee's motivation in an organization. Continuous growth and development through training in an organization is one of the most important factors in employee's motivation and is crucial in human resource training. Results shows that 89.4% (mean = 4.6444; std dev = .91471) agreed that continuous growth and development through training is one of the most important factors in employee's motivation in their organization, 8.6% disagreed while 2.0% neither agreed nor disagreed with the statement. The findings agreed with those in Glen (2007) who emphasizes that one key factor in employee motivation and retention is the opportunity employees want to continue to grow and develop job and career enhancing skills.

Glen (2007) says that this opportunity for employees to continue to grow and develop through training is one of the most important factors in employee motivation. The findings imply that the Tele-Communication Companies emphasizes on continuous growth and development through training which is one of the most important factors in

employee's motivation and this may have contributed positively to human resource training. The findings also imply that continuous growth and development through training may have contributed positively to employee's commitment.

The study sought to evaluate whether the training given to employees matches with their career development objectives and job needs therefore enabling the organization to manage its talents effectively. Results shows that 86.4% (mean = 4.6224; std dev = .93496) agreed that the training given to employee's matches with their career development objectives and job needs therefore enabling the organization to manage its talents effectively, while 7.9% disagreed, and 5.7% neither agreed nor disagreed with the statement. The findings concur with that of Meyer (2016) who asserts that the Philosophy of Human Resources Management states that a manager can encourage growth and career development of employees by coaching, and by helping employees achieve their personal goals within the organization and beyond, and that they can develop human resources by providing adequate training, encouragement of staff development, and opportunities for growth.

The study sought to evaluate whether employees are involved in determining the best kind of training they require for effective career progression. Results shows that 90.1% (mean = 4.6898; std dev = .90376) agreed that employees are involved in determining the best kind of training they require for effective career progression, 7.7% disagreed while 2.2% neither agreed nor disagreed with the statement. The findings agreed with those in Williamson (2011) who noted that employees should take initiative to assess skills and interests and seek development activities that match needs; works hand in hand with the organization to identify training and development objectives and as a result the organization is equipped with employees with upgraded skills, working to their full potential and equipped to deal with the changing demands of the workplace. This implies that the Tele-Communication Companies involves their employees in determining the best kind of training that suites them which may have contributed positively to human resource training and development.

The respondents were requested to indicate how else training affected employee commitment in the telecommunication companies in Kenya. The responses were reflected in the following quotations; 20% of the respondents said that “employee’s commitment in organization requires continuous training of the high performing employees for potential new positions”, 25% of the respondents said that “organizations should recognize their employees knowledge gaps and implement initiatives to boost their competencies and certify their retention”, 20% of the respondents said that “training is the foundation for a strong organization which enhances employees commitment to the organization”, 15% of the respondents said that “employee motivation and retention enhances employees commitment to an organization”, and 20% of the respondents said that “software technology improvement enhances employee training in the organization”.

These findings agree with Caillier (2012) who asserted that it is necessary that organizations require 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. Caillier (2012) further argues that if training is not professional or appropriate, the result is a bureaucratic setup that is a hindrance to everyone in the organization and that rather than getting mired in mindless formalities, HR should facilitate the growth of the organization, for all of which training is the foundation.

4.5.3 Descriptive Analysis for Rewarding

The third objective of the study was to assess the effect of rewarding on employee’s commitment in the Tele-Communication Industry in Kenya.

Table 4.6: Effect of Rewarding on Employee Commitment

Opinion	Frequency	Percentage
Yes	75	78.9
No	20	21.1
Total	95	100

The study sought to assess whether rewarding affects employee's commitment in the organization. From the research findings majority of the respondents as shown by table 4.6 above, 78.9% agreed that rewarding affects employee's commitment in the organization whereas 21.1% of the respondents were of contrary opinion. This implies that rewarding affects employee's commitment in the organization. This statement concurs with the research conducted by Scott (2014) who said that the fundamental aspects of delivering on the employee value proposition (EVP) and targeting total rewards programs to pivotal segments of the workforce.

This study is said to have taken an in-depth look at employee commitment and employee reward programs for key workforce segments, including critical-skill, high-potential and top-performing employees. Consequently, Hughes and Rog (2008) further emphasizes that employee turnover exposes an organization to considerable risk, they therefore recommend that organizations need to create and deliver employee value proposition to retain the committed talents and that every country and or organizations might use different strategies in retaining its committed talent. The factor of rewarding was measured on nine variables put as inquiry statements in five likert scale ranging from strongly agree to strongly disagree.

Table 4.7: Effect of rewarding on Employee Commitment

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev.
Sustained profitable growth requires aligning the goals and objectives of the organization's employee value proposition and total reward strategy with those of the organization	3.6%	4.0%	2.9%	51.7%	37.8%	4.6313	0.91103
My organization differentiates the rewards offered to me to reflect my value proposition thereby enabling employee commitment	0.8%	2.7%	5.2%	52.4%	38.9%	4.6912	.69663
An organizations compensation plan plays a prominent role in recruiting, motivating and retaining employee's hence building a durable advantage of its employees	3.2%	2.1%	3.1%	55.8%	35.8%	4.1471	1.3188
My organization capitalizes on innovative reward strategies that attract and engage top talent commitment	5.6%	4.4%	2.7%	59.7%	27.6%	4.0441	1.4500
My organization uses different strategies in retaining its committed talents	1.7%	2.6%	3.9%	54.8%	37.0%	4.0441	1.4500
Tight integration between compensation and employee commitment enables organizations to align rewards with performance, ensuring the highest return on human capital	2.3%	1.7%	3.6%	50.4%	42.0%	4.6912	.69663
Organizations that review their talent commitments, align individual goals to the organization, reward their top talent and provide social networking tools are more likely to achieve success for any strategic initiatives where talent commitment is needed	2.8%	4.1%	1.9%	51.9%	39.3%	4.3676	1.1184
Organizations need to create and deliver employee value proposition to retain committed talents	6.1%	1.8%	3.3%	61.1%	27.7%	4.3676	1.1184
Attracting and retaining talents are fundamental necessities of employees commitment	0.6%	2.2%	4.6%	56.1%	36.5%	4.6941	0.6750

The study sought to assess whether sustained profitable growth requires aligning the goals and objectives of the organization's employee value proposition and total reward strategy with those of the business. Sustained profitable growth in an organization requires aligning the goals and objectives of the organization's employee value proposition and total reward strategy with those of the business and is crucial for rewarding. Results shows that majority 89.5% (mean = 4.6313; std dev = 0.91103) of the respondents agreed that sustained profitable growth in an organization requires aligning the goals and objectives of the organization's employee value proposition and total reward strategy with those of the business, 7.6% disagreed whereas 2.9% of the respondents neither agreed nor disagreed with the statement.

The findings agreed with those of Carins (2009) who found out that Insights suggest that sustained profitable growth requires aligning the goals and objectives of the organization's EVP and total rewards strategy with those of the business, and promoting a culture that attracts and retains the talent with the skills and competencies that the organization needs now and into the future. The findings imply that sustained profitable growth in the Tele-Communication Companies requires aligning the goals and objectives of the organization's employee value proposition and total reward strategy with those of the business which may have contributed positively to employee rewarding. The findings also imply that sustained profitable growth in the Tele-Communication Companies may have contributed positively to employee's commitment.

The study sought to assess whether the Tele-Communication Companies differentiates the rewards they offer to their employees to reflect their employees value proposition. Differentiating the rewards offered to employees to reflect their employee's value proposition in organization is crucial for rewarding. Results shows that majority of the respondents 91.3% (mean = 4.6912; std dev = .69663) agreed with the statement that their companies differentiates the rewards they offer to their employees to reflect their value proposition while 3.5% disagreed with the statement. Results also revealed that 5.2% neither agreed nor disagreed with the statement.

The findings agree with those in Iles et al. (2010a) who noted that key findings reveal that high-performing organizations are pulling certain levers to influence attraction, retention, engagement and productivity of key employee groups. They are taking action to: reinvigorate career management strategies, rethink the manager's role and develop highly effective managers and reallocate and differentiate rewards to reflect the EVP. The findings imply that the Tele-Communication Companies differentiates the rewards they offer to their employees to reflect the employee's value proposition and this may have contributed positively to rewarding. The findings also imply that differentiating rewards that the Tele-Communication Companies offers to reflect the employee's value proposition may have contributed positively to employee's commitment.

The study sought to assess whether a firm's compensation plan plays a prominent role in recruiting, motivating and retaining employee's hence building a durable advantage to the firm. Compensation plan plays a prominent role in recruiting, motivating and retaining employee's hence a key determinant of rewarding. Results shows that majority of the respondents 91.6% (mean = 4.1471; std dev = 1.31880) agreed with the statement that a firm's compensation plan plays a prominent role in recruiting, motivating and retaining employee's hence building a durable advantage to the firm while 5.3% of the respondents disagreed with the statement and 3.1% of the respondents neither agreed or disagreed with the statement.

The findings agreed with those of Boxall and Purcell (2015) who indicated that the strategic management of human resources can play a key role in an organization's survival. A firm's compensation plan plays a prominent role in recruiting, motivating, and retaining employees, and thus is central to building a durable advantage. The findings implies that the Tele-Communication Companies compensation plan plays a prominent role in recruiting, motivating and retaining employee's which may have contributed positively to rewarding. The findings also imply that compensation plan in the Tele-Communication may have contributed positively to employee's commitment.

The study sought to assess whether the Tele-Communication Companies capitalizes on innovative reward strategies that attract and engage top talent commitment. Organizations capitalizing on innovative reward strategies that attract and engage top talent commitment was crucial to employee rewarding. Results shows that majority of the respondents 87.3% (mean = 4.0441; std dev =1.45000) agreed with the statement that their company capitalizes on innovative reward strategies that attract and engage top talent commitment while 10.0% of the respondents disagreed with the statement, 2.7% neither agreed nor disagreed with the statement.

The findings agreed with those of Iles *et al.* (2010a) who noted that organizations need to reward their talent, and industry trends clearly indicate that pay-for-performance is drawing a renewed focus from executives and that organizations have the opportunity to capitalize on innovative reward strategies that attract and engage top talent. The findings imply that the Tele-Communication Companies capitalizes on innovative reward strategies that attract and engage top talent commitment which may have contributed positively to rewarding. The findings also imply that innovative reward strategies may have contributed positively to employee's commitment.

The study sought to assess whether organizations use different strategies in retaining their committed talents. Results shows that majority of the respondents 91.8% (mean = 4.0441; std dev = 1.45000) agreed with the statement that organizations use different strategies in retaining their committed talents. Results revealed that 4.3% of the respondents disagreed with the statement while 3.9% neither agreed nor disagreed with the statement. The findings are in line with those of Iles *et al.* (2010a) who said that attracting and retaining talents are the two fundamental necessities of employee's commitment. In addition Hughes and Rog (2008) adds that employee turnover exposes an organization to considerable risk and that companies need to create and deliver employee value proposition to retain the committed talents. Organizations should therefore use different strategies in retaining their committed talent.

The study sought to assess whether tight integration between compensation and employee commitment enables organizations to align rewards with performance, ensuring the highest return on human capital. Tight integration between compensation and employee commitment enables organizations to align rewards with performance, ensuring the highest return on human capital which is crucial for employee rewarding. Results shows that majority of the respondents 92.4% of the respondents (mean = 4.6912; std dev =.69663) agreed with the statement that tight integration between compensation and employee commitment enables organizations to align rewards with performance, ensuring the highest return on human capital while 4.0% of the respondents disagreed with the same statement. Results also show that 3.6% of the respondents neither agreed nor disagreed with the statement.

The findings concur with those of Scott (2014) who found tight integration between rewarding and employee commitment enables organizations to align rewards with performance, ensuring the highest return on human capital. The findings also concur with those of Iles *et al.* (2010a) who found that organizations can increase employee satisfaction with integrated total compensation statements that make visible the total value of rewards, including employer benefits and compensation contributions.” The findings imply that tight integration between rewarding and employee commitment in the Tele-Communication Companies enables organizations to align rewards with performance, ensuring the highest return on human capital and this may have contributed positively to employee rewarding. The findings also imply that tight integration between rewarding and employee commitment in Tele-Communication Companies may have contributed positively to employee’s commitment.

The study sought to assess whether organizations that review their talent commitment, align individual goals to the organization, reward their top talent and provide social networking tools are more likely to achieve success for any strategic initiative where talent commitment is needed. Organizations that review their talent commitment, align individual goals to the organization, reward their top talent and provide social networking tools are more likely to achieve success for any strategic initiative where

talent commitment is needed and this is necessary for employee rewarding. Results shows that majority of the respondents 91.2% (mean = 4.3676; std dev =1.11843) agreed with the statement that organizations that review their talent commitment, align individual goals to the organization, reward their top talent and provide social networking tools are more likely to achieve success for any strategic initiative where talent commitment is needed, while 6.9% of the respondents disagreed with the statement and another 1.9% neither agreed nor disagreed with the statement.

The findings agree with those of Holland and Pyman, (2005) who noted that understanding and influencing talent is critical, and organizations that review their talent, align individual goals to the organization, reward their top talent, and provide social networking tools are more likely to achieve success for any strategic initiative where commitment of employees is needed. The findings imply that the Tele-Communication Companies review their talent commitment, align individual goals to their company, reward their top talent and provide social networking tools that enable them achieve success for any of their strategic initiative and this may have contributed positively to employee rewarding. The findings also imply that review of talent commitment in the Tele-Communication Companies may have contributed positively to employee's commitment.

The study sought to assess whether creating and delivering employee value proposition is important in retaining committed talents. Results show that 88.8% of the respondents (mean = 4.3676; std dev =1.11843) agreed that creating and delivering employee value proposition is important in retaining committed talents in the organization. 7.9% of the respondents disagreed with the statement and 3.3% were neutral. The findings were in line with Carins (2009) who found out that sustained profitable growth requires aligning the goals and objectives of the organization's EVP and total rewards strategy with those of the business, and promoting a culture that attracts and retains the talent with the skills and competencies that the organization needs now and into the future. Hughes and Rog (2008) emphasized on the need for companies to create and deliver employee value proposition to retain the committed talents.

The study sought to assess whether attracting and retaining talents are fundamental necessities of employee's commitment. The study shows that 92.6% of the respondents (mean = 4.6941; std dev= 0.67500) are in agreement with the statement that attracting and retaining talents are fundamental necessities of employee's commitment. 2.8% disagreed with the statement and 4.6% were neutral. The findings are in concurrence with Scott (2014) who quoted that "Organizations want to attract, motivate, and retain talent through strategically planning, allocating, and communicating compensation.

The respondents were requested to indicate how else rewarding affected employee commitment in the telecommunication companies in Kenya. The responses were reflected in the following quotations; 15% of the respondents said that "organizations should ensure there is equity and fairness in employee remuneration", 28% of the respondents said that "there should be proper administration of job design", 14% of the respondents said that "there should be effective recruitment and training of employees in an organization", 10% of the respondents said that "organizations should ensure there is proper career progression and promotional facilities for employees", 8% of the respondents said that "employers should involve employees in decision making when planning and strategizing their compensation and benefits", 25% of the respondents said that "organizations should focus more on employees' health and wellness programs as part of their compensation plans as it enhances a healthier workforce".

4.5.4 Descriptive Analysis for Career Management

The fourth objective of the study sort to determine the effect of career management on employees' commitment in the Tele-Communication Industry in Kenya. Results from sampled employees on whether career management affects employee commitment in the organization are shown in the Table 4.8.

Table 4.8: Effect of Career Management on Employee Commitment

Opinion	Frequency	Percentage
Yes	80	84.2
No	15	15.8
Total	95	100

From the research findings majority of the respondents as shown by 84.2% agreed that career management affects employee commitment in the organization whereas 15.8% of the respondents were of contrary views. This implies that career management affects employee's commitment in the organization. This is in agreement with Hills (2009) who says that career planning and management forms an essential part of employee's commitment and concerns a complex of processes which enables the employer to identify talented employees' at all functional levels. Organizations, therefore should try to put their career plans in place and educate employees about the opportunities that exist internally for talented employees. Without such a progressive outlook, organizations cannot prosper (Becker & Huselid, 2011).

Table 4.9: Effect of Career Management on Employee Commitment in the Organization

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev.
In today's rapidly changing world, organizations should plan ahead by developing a career plan in order to ensure commitment of their talents.	4.2%	2.7%	3.4%	56.9%	32.8%	4.6912	.69663
Organizations should develop a set of career goals, strategy and options based on its interests, employees' personality, values and skills relating to employee's commitment.	2.6%	1.9%	4.3%	59.9%	31.3%	4.6997	.67775
Once an organization plans itself, it is required to self-manage employees' career and take advantage of changes in the economy and job market rather than being a victim of change.	1.4%	3.3%	2.7%	50.5%	42.1%	4.6998	.67776
Career management forms an integral part of employees' commitment which enables employers to identify talented employees with high potential for professional growth.	4.3%	3.8%	2.1%	52.6%	37.2%	4.6941	.6750
Career management is not an end in itself but a continuous process of developing human resources for achieving optimum results.	2.7%	0.6%	0.0%	51.6%	45.1%	4.6989	.6650
Employees who are not able to translate their career plan into action within the organization may probably quit the job if they have a choice.	1.1%	3.7%	2.8%	56.8%	35.6%	4.6914	.6710
Organizations should help employees in career management so that both can satisfy each other's needs for better commitment of talents.	0.9%	2.8%	3.3%	59.1%	33.9%	4.6444	.91471
If there are enough opportunities, employees can pursue their career goals and exploit their potential fully in relation to management and commitment of talents in an organization.	2.2%	0.0%	5.1%	57.4%	35.3%	4.6224	.93496
Employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals.	1.4%	2.5%	3.8%	52.6%	39.7%	4.6921	.92648
Organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for committed employees.	3.2%	2.7%	1.6%	61.3%	31.2%	4.6898	.90376

The study sought to assess whether organizations should plan ahead by developing a career plan in order to ensure commitment of their talents. In today's rapidly changing world, organizations should plan ahead by developing a career plan in order to inform employee's commitment so as to enhance employee performance. Results given in Table 4.9 above show that majority of the respondents 89.7% (mean=4.6912 std. Dev=.69663) agreed with the statement that in today's rapidly changing world, organizations should plan ahead by developing a career plan in order to inform talent management, while 6.9% of the respondents disagreed with the statement and another 3.4% neither agreed nor disagreed with the statement. These findings concur with those of Collings (2017) who noted that organizations might ask. Once an organization plans itself, it will be equipped to self-manage employee's career and take advantage of changes in the economy and job market rather than becoming a victim of change.

The study further sought to determine whether organizations should develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills relating to talent management. Results shows that majority of the respondents 91.2% (mean=4.6997 std. Dev=.67775) agreed with the statement that organizations should develop a set of career goals, strategy and options based on its interests, employees personality, values and skills relating to talent management, while 4.5% of the respondents disagreed with the statement while 4.3% remained neutral. These findings agree with those of Whelan and Carcary (2011) who argued that organizations should develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills relating to talent management in order to realize the goals of an organization.

The study also sought to find out whether once an organization plans itself it is required to self-manage the employees career and take advantage of changes in the economy and job market rather than being a victim of change. Results shows that majority of the respondents 92.6% (mean=4.6998 std. Dev=.67776) agreed with the statements that once an organization plans itself it is required to self-manage the employees careers and take advantage of changes in the economy and job market rather than being a victim of

change, whereas 4.7% of the respondents disagreed with the statement while 2.7% of the respondents were not decided. These findings agree with those of Collings (2017) who purported that once an organization plans itself, it will be equipped to self-manage employee's career and take advantage of changes in the economy and job market rather than becoming a victim of change. The point is to develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills.

The study further sought to determine whether career planning and management forms an integral part of employees' commitment which enables employers to identify talented employees with high potential for professional growth. Results shows that majority of the respondents 89.8% (mean=4.6941 std. Dev=.6750) agreed with the statement that Career planning and management forms an integral part of employees commitment whereas 8.1% of the respondents disagreed with the statement and 2.1% of the respondents were neutral. These findings agree with those of Barney (2011) who argued that career planning and management is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results.

The study further sought to determine whether career planning in itself is an end, or a continuous process of developing human resources for achieving optimal results. Results shows that majority of the respondents 96.7% (mean=4.6989 std. Dev=.6650) agreed with the statement that career planning is not an end in itself, 3.3% of the respondents disagreed with the statement and 0.0% were neutral. These findings concur with the findings of Becker (2012) who noted that career management is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results. These findings also concur with the findings of Collings *et al.* (2017) who noted that the workplace is ever changing and with that, each employee continues to grow in complexity.

Career development never ends. It is a lifelong process, and while it doesn't have to be the focus of their doings, employees should always keep it at the back of their mind relating to how, what they are doing now can help their career. The study further sought to determine the respondents' opinion on whether employees are able to translate their career plans into action within the organization. Results shows that majority of the respondents 92.4% (mean=4.6914 std. Dev=.6710) agreed with the statement that employees are able to translate their career plans into action, 4.8% of the respondents disagreed with the statement and 2.8% remained undecided. The findings are in line with those of (Cappelli, 2008) who asserted that employees who are not able to translate their career plan into action within the organization may probably quit the job, if they have a choice and hence organizations, should help employees in career management so that both can satisfy each other's needs.

The study further sought to determine whether organizations should help employees in career management so that both can satisfy each other's needs for better commitment of talents. Results shows that majority of the respondents 93.0% (mean=4.6444 std. Dev=.91471) agreed with the statement that organizations should help employees in career management so that both can satisfy each other's needs for better commitment of talents, 3.7% of the respondents disagreed with the statement and 3.3% remained undecided. These findings concur with the findings of Cappelli (2008) who asserted that every employee has a desire to grow and scale new heights in his/her workplace continuously. If there are enough opportunities, they can pursue their career goals and exploit their potential fully. Guarino (2008) noted that employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals.

The study further sought to determine whether if there are enough opportunities, employees can pursue their career goals and exploit their potential fully in relation to management and commitment of talents in an organization.92.7% (mean=4.6224 std. Dev=.93496) of the respondents agreed with the statement that if there are enough opportunities, employees can pursue their career goals and exploit their potential fully in

relation to management and commitment of talents in an organization, 2.2% of the respondents disagreed with the statement and 5.1% remained undecided on their opinion about the same statement. These findings concur with the findings of Boudreau and Cascio (2012) who said that recruitment effort made to fill the vacancies should be done in an efficient manner in order to be effective and so organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for talented people. They noted that the absence of a career plan is going to make a big difference to both the employees and the organization.

The study further sought to determine whether employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals. 92.3% (mean=4.6921 std. Dev=.92648) of the respondents were in agreement with the statement that employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals. 3.9% of the respondents disagreed with the statement while 3.8% of the respondents were neutral. These findings are in agreement with Cappelli (2008) who said that employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals. Every employee has a desire to grow and scale new heights in his/her workplace continuously. If there are enough opportunities, they can pursue their career goals and exploit their potential fully.

The study further sought to determine whether organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for committed employees. 92.5% (mean=4.6898 std. Dev=.90376) of the respondents were in agreement with the statement that organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for committed employees. 5.9% of the respondents disagreed with the statement while 1.6% of the respondents were neutral. These findings are in line with Collings *et al.* (2017) who suggested that once an organization plans itself, it will be equipped to self-manage

employee's career and take advantage of changes in the economy and job market rather than becoming a victim of change. Organizations should therefore, try to put their career plans in place and educate employees about the opportunities that exist internally for talented people (Becker & Huselid, 2011).

4.5.5 Descriptive Results for Employee Commitment

Employee Commitment was the dependent variable of the study. The elements that measured Employee Commitment are given in Table 4.30 and comprise of employees discretion effort, job satisfaction and turn over intentions. Others include enhanced organization performance, competitiveness, human capital investment, culture of growth and development, employee support and investment in management development. The study sought for the information on employee commitment. The results were recorded in Table 4.10.

Table 4.10: Descriptive Results for Employee Commitment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev.
The knowledge, skill and abilities of employees represent a major source of competitive advantage	3.2%	1.1%	3.1%	66.3%	26.3%	4.6313	.91103
Organizations are focusing on the association between management of committed talents and enhanced organization performance	1.6%	2.3%	5.0%	61.5%	29.6%	4.1176	1.2147
Value of committed talent in organization is an equivocal source of sustained competitive advantage	2.1%	0.8%	4.3%	69.6%	23.2%	4.5000	.98496
The central concept of employee's commitment is the systematic identification of key positions which differentially contribute to the organizations sustained competitive advantage	2.9%	1.8%	3.3%	63.2%	28.8%	4.3088	1.1097
The starting point of employee commitment is the identification of key committed talent positions rather than individual per se	1.7%	3.5%	2.0%	56.6%	36.2%	4.0441	1.4500
Employee commitment in organizations focus on greater degree of differentiation of roles within organizations with greater focus on strategic rather than non-strategic jobs	3.2%	2.5%	3.0%	60.8%	30.5%	4.6912	.69663
Organizations should foster a culture of growth and development through management of committed talents	2.1%	3.9%	5.1%	48.1%	40.8%	4.3676	1.11843
Organizations should provide visible employee support and commitment hence effective employee's commitment	1.4%	2.6%	4.0%	58.1%	33.9%	4.5082	.97562
Investment in management development by organizations is viewed as a commitment by employees which help strengthen employees commitment	1.1%	4.2%	3.2%	66.5%	25.0%	4.5576	.90115
Job satisfaction in employees have positive effects on organization performance hence a measure of employee's commitment	2.4%	3.3%	2.0%	61.4%	30.9%	4.0721	1.26579

The study sought to assess whether the knowledge, skill and abilities of employees represent a major source of competitive advantage. Results shows that majority of the respondents 92.6% (mean = 4.6912; std dev = .69663) agreed with the statement that the knowledge, skill and abilities of employees represent a major source of competitive advantage, while 4.3% of the respondents disagreed with the statement and another 3.1% neither agreed nor disagreed with the statement. These findings concur with those of Becker (2012) who noted that in an era of expanding globalization and increasing competition, organizations worldwide have recognized that the knowledge, skills and abilities of their employees represent a major source of competitive advantage.

The study sought to assess whether organizations are focusing on the association between employees commitment and enhanced organizational performance. Results show that majority of the respondents 91.1% (mean = 4.6997; std dev = .67775) agreed with the statement that organizations are focusing on the association between employee commitment and enhanced organization performance, while 3.9% of the respondents disagreed with the statement and another 5.0% neither agreed nor disagreed with the statement. These findings were consistent with those of Collings and Mellahi (2009) who asserted that substantial analysis has focused on the association between employee's commitment and enhanced performance. Employee's commitment has been investigated within the remit of several HR specialism, including career management, human resource training and development, and organizational learning.

The study sought to assess whether value of talent in organization is an equivocal source of sustained competitive advantage. Results shows that majority of the respondents 92.8% (mean = 4.6998; std dev = .67776) agreed with the statement that value of talent in organization is an equivocal source of sustained competitive advantage, while 2.9% of the respondents disagreed with the statement and another 4.3% were neutral with the statement. These findings were consistent with those of Boudreau and Cascio (2012) who argued that value of talent in organization is an equivocal source of sustained competitive advantage. So, organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for talented people.

The study sought to assess whether the central concept of employee commitment is the systematic identification of key positions which differentially contribute to the organizations sustained competitive advantage. Results shows that majority of the respondents 92.0% (mean = 4.6941; std dev = .6750) agreed with the statement that the central concept of employee commitment is the systematic identification of key positions which differentially contribute to the organizations sustained competitive advantage, while 4.7% of the respondents disagreed with the statement and another 3.3% were neutral on the same statement. These findings are in line with Becker and Huselid (2011) who says that the central 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.

The study sought to assess whether the starting point of employee commitment is the identification of key committed talent positions rather than individual per se Results shows that majority of the respondents 92.8% (mean = 4.6989; std dev = .6650) agreed with the statement that the starting point of employee commitment is the identification of key committed talent positions rather than individual per se, while 5.2% of the respondents disagreed with the statement and another 2.0% were neutral on these statements. These findings agree with those of Morgan and Jardin (2010) who says that resourcing strategy ensures that the organization obtains and retains the people it needs and employs them efficiently. The authors in addition say that the starting point of employee commitment is the identification of key talent positions rather than individual per se.

The study sought to assess whether employee commitment in organizations focus on greater degree of differentiation of roles within organizations with greater focus on strategic rather than non-strategic jobs. 91.3% of the respondents (mean = 4.6914; std dev = .6710) agreed with the statement that organizations focus on greater degree of differentiation of roles within organizations with greater focus on strategic rather than non-strategic jobs. 5.7% of the respondents disagreed with the statement while 3.0% of the respondents were neutral. These findings concur with those of Becker and Huselid

(2011) who noted that there is increasing recognition that there should be greater degree of differentiation of roles within organizations, with a greater focus on strategic rather than non-strategic jobs.

The study sought to assess whether organizations should foster a culture of growth and development and provide visible employee support and commitment hence effective employee commitment. Results shows that majority of the respondents 88.9% (mean = 4.6444; std dev = .91471) agreed with the statement that organizations should foster a culture of growth and development and provide visible employee support and commitment hence effective employee commitment, while 6.0% of the respondents disagreed with the statement and another 5.1% were neutral on the same statements. These findings are in line with the findings of Caillier (2012) who suggested that fostering a culture of growth and development through employee commitment is necessary and is done through visible support and commitment. The author further insists that it is good to instil a “talent mind-set” throughout the organization-that is, a deep conviction that the best and brightest will create shareholder value.

The study sought to assess whether organizations should provide visible employee support and commitment hence effective employee commitment. Results shows that 92.0% (mean = 4.6224; std dev = .93496) agreed with the statement that organizations should provide visible employee support and commitment hence effective employee commitment. 4.0% of the respondents disagreed with the statement and 4.0% were neutral. The findings agree with those of Snell et al. (2013) who says that providing visible support and commitment to the employees instils a “talent mind-set” throughout the organization-that is, a deep conviction that the best and brightest employees will create higher shareholder value.

The study sought to assess whether investment in management development by organizations is viewed as a commitment by employees which help strengthen employee commitment. Results shows that majority of the respondents 91.5% (mean= 4.6898; std dev =.90376) agreed with the statement that investment in management development by organizations is viewed as a commitment by employees which help strengthen employee

commitment, while 5.3% of the respondents disagreed with the statement and another 3.2% neither agreed nor disagreed on this statements. These findings agree with those of Kuvas and Dysvik, (2010) who noted that investment in management development by organizations is also likely to be viewed as a commitment by employees that may help to strengthen the mediating influences of affective commitment, discretionary effort, job satisfaction and turnover intentions of employees, all of which can have positive effects on employee commitment.

The study sought to assess whether job satisfaction in employees has positive effects on organization performance hence a measure of employee's commitment. Results shows that 92.3% (mean = 4.0721; std dev =1.26579) of the respondents agreed with the statement that job satisfaction in employees has positive effects on organization performance hence a measure of employee's commitment. 5.7% of the respondents disagreed with the findings while 2.0% were neutral. These findings are in agreement with those of Brown *et al.* (2011) who asserted that employee commitment results in benefits which include: 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.

The respondents were requested to indicate how else career management affects employees' commitment in the Telecommunication industry in Kenya. The responses were reflected in the following quotations; 28.6% of the respondents said that "performance appraisal can help facilitate career development of employees", 18.4% of the respondents said that organizations should give employees challenging and interesting tasks", 26.7% of the respondents said that "career pathing helps to create an effective career development strategy within the organization which helps employees to transition into new roles and are therefore motivated leading to greater employee commitment", 10.3% of the respondents said that "groups and teams should be practiced in organizations so as to enhance work efficiency and effectiveness", 6.9% of the respondents said that "there should be proper job match of job design in the

organization”, 9.1% of the respondents said that “organizations should ensure that employees have work life balance so as to be more productive in their daily chores in their quest to meet their personal ambitions as they try to realize organizational goals”.

4.6 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.

4.6.1 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.

Table 4.11: Skewness and Kurtosis

Variable	Skewness	Kurtosis
Employee resourcing	0.514	0.829
Training and Development	1.331	0.666
Rewarding	0.961	0.196
Career management	0.515	0.327
Employee commitment	1.107	1.444

Findings in Table 4.11 show the skewness and kurtosis values for variables in the study. 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.

4.6.2 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. The findings are presented in Table 4.12.

Table 4.12: Collinearity Diagnostics

Variable	Tolerance	VIF
Employee resourcing	0.754	1.327
Training and Development	0.689	1.451
Rewarding	0.528	1.893
Career management	0.760	1.316

The findings in the table 4.12 above show the tolerance and the Variance Inflation Factor (VIF). The findings show that the tolerance values are 0.754, 0.689, 0.528 and 0.760 for employee resourcing, training and development, rewarding and career management respectively. The VIF values are 1.327, 1.451, 1.893 and 1.316 for employee resourcing, training and development, rewarding and career management respectively. These findings therefore show that there is no multi-collinearity because all the tolerance values are above 0.02 and the all VIF values are between 1 and 10. According to O'Brien (2007), very small tolerance values (<0.10) indicate that a predictor is redundant and a variable whose VIF values is greater than 10 may merit further investigation. Pearson's correlations analysis was then conducted at 95% confidence interval.

4.6.3 Autocorrelation

Durbin-Watson test was used to test for the presence of autocorrelation between variables. The results were presented in Table 4.13.

Table 4.13: Measure of Autocorrelation - Durbin-Watson

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.891 ^a	.794	.515	.03125	1.635

a. Predictors: (Constant), X₄, X₃, X₂, X₁

b. Dependent Variable: Y

Table 4.13 shows that the value for Durbin-Watson for the model was 1.635, implying that the variables were not correlated in any statistically significant way and this ensured the independence of errors and enhanced accuracy of the regression models (Gujarati, 2003). Linear regression analysis requires that there is little or no autocorrelation in the data. According to Field (2009), a value between the two critical values of $1.5 < d < 2.5$ indicate lack of auto-correlation. It can be concluded that there is no first order linear auto-correlation in the multiple linear regression data and the requirement of lack of autocorrelation is satisfied.

4.6.4 Sampling Adequacy Test

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was conducted to determine adequacy of the sample size. The results were presented in Table 4.14

Table 4.14: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.823
Bartlett's Test of Sphericity	Approx. Chi-Square	5965.145
	df	15
	Sig.	.000

The results in Table 4.14 show that the KMO test of the variables of this study generated a sufficient value of 0.823 which is more than 0.7 implying that the sample size was adequate for further analysis (Magd, 2008). This was supported by the Bartlett's test of sphericity which had a chi-square value of 5965.145 with a p value of 0.000 which is less than 0.05. Since the p value is less than 0.05 this shows that there is a strong relationship among the study variables under investigation and hence the Bartlett's test is highly significant (Moutinho & Hutcheson, 2010).

4.7 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 in Table 4.15.

Table 4.15: Correlations Matrix

Variables	Employee commitment	Employee resourcing	Training and Development	Rewarding	Career management
Employee commitment	1				
Employee resourcing	.564**	1			
Training and Development	.686	.802**	1		
Rewarding	.621	.270	.093**	1	
Career management	.754	.008	.237	.638**	1

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.

From the findings on the correlation analysis between employee commitment and various aspects of human resource management practices, the study also found a positive significant correlation between employee resourcing and employee commitment as shown by correlation coefficient of 0.564, the study also found that there was positive significant correlation coefficient between training and employee commitment as shown by correlation factor of 0.686, association between employee 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.

4.8 Univariate Regression Analysis

In order to test the hypotheses of the 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 Kenya 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 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.

4.8.1 Regression Analysis for Employee Resourcing

The study sought for information on the relationship between employee resourcing and employee commitment. The results were recorded in Table 4.16.

Table 4.16: Model Summary for Employee Resourcing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.898 ^a	.806	.789	0.893

a. Predictors: (Constant), Employee Resourcing

Regression analysis was conducted to empirically determine whether employee resourcing was a significant determinant of employee commitment in organizations. Regression results in Table 4.16 indicate the goodness of fit for the regression between employee commitment and employee resourcing was strong. An adjusted R squared of 0.789 indicates that 78.9% of the variances in the employee resourcing by organizations are explained by the variances in the employment commitment. The correlation coefficient of 89.8% indicates that the combined effect of

the predictor variables have a strong and positive correlation with employee commitment.

Table 4.17: ANOVA for Employee Resourcing

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.178	1	5.178	13.278	.000
Residual	36.656	94	0.390		
Total	41.833	95			

Findings in Table 4.17 show the F statistic. The F value indicates whether the set of independent variables as a whole contribute to the variance in the dependent variable. An F value of 13.278 was found. Findings in Table 4.17 further show that the F value was significant ($p=0.000$) at 95%. This means that employee resourcing is significant in predicting employee commitment in the telecommunications industry. The hypothesis which states that employee resourcing affects employee commitment in the telecommunication industry in Kenya was therefore not rejected.

Table 4.18: Regression Coefficient for Employee Resourcing

Variable	Beta	Std. Error	t	Sig.
Constant	2.890	.39	7.411	0.000
Employee Resourcing	.322	.88	3.644	0.000

Table 4.18 displays the regression coefficients of the independent variable (employee resourcing). From the above regression model shown in table 4.18, employee resourcing and employee commitment to a constant zero, employee commitment would be 2.890. It is established that a unit increase in employee resourcing would cause an increase in

employee commitment by a factor of 0.322. This clearly shows that there is a positive relationship between employee resourcing and employee commitment. P-value was less than 0.05, which shows that variables covered in the study on employee resourcing were statistically significant to influence employee commitment.

The model is defined as $Y = 2.890 + 0.322X_1$, where Y was the Employee's Commitments and X_1 was Employee Resourcing this implies that a unit change in Employee Resourcing would result to 0.322 units change in Employee's Commitments in Kenya. The results reveal that employee resourcing is statistically significant in explaining employee commitment of the telecommunication industry in Kenya. The study concurs with that of Becker (2012) who asserts that resourcing practice must take into account the general strategy of the organization and understand the main directions in which the organization is going.

Findings showed that employee resourcing affects employee commitment. Through employee resourcing, organizations aim to find the most suitable workforce the organization needs, with the appropriate qualities, knowledge, capabilities and potential for future training. This can be achieved through internal and external resourcing plans, effectively implementing strategic plans, maintaining an attractive employer brand, continuous recruiting and sourcing for new talents and adopting effective resourcing, retention and flexibility strategies to improve employee commitment. Organizations that match employee's positions with their talents and competencies improve employee performance which ultimately affects employee's commitment in their work.

4.8.2 Regression Analysis for Training and Development

The second objective of the study evaluated the effect of training and development on employees' commitment in the Tele-Communication Industry in Kenya.

Table 4.19: Model Summary for Training and Development

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.918 ^a	.842	.812	.067

a. Predictors: (Constant), Training and Development

Regression analysis was conducted to empirically determine whether training and development was a significant determinant of employee commitment in the telecommunication industry in Kenya. Regression results in Table 4.19 indicate the goodness of fit for the regression between employee commitment and training was strong. An adjusted R squared of 0.812 indicates that 81.2% of the variances in training by telecommunication companies are explained by the variances in the employee commitment.

The adjusted R squared results concurs with Gathungu *et al.* (2016) study which clearly shows that employee training in organizations is very crucial and that organizations must endeavour to continuously train its key assets for them to be committal to the organization and in the long run for the organization to attain its return on investment. The correlation coefficient of 91.8% indicates that the combined effect of the predictor variables have a very strong and positive correlation with employee commitment.

Table 4.20: ANOVA for Training and Development

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.336	1	5.336	13.906	.000
Residual	36.070	94	0.384		
Total	41.406	95			

Findings in Table 4.20 show the F statistic. The F value indicates whether the set of independent variables as a whole contribute to the variance in the dependent variable. An F value of 13.906 was found. Findings in Table 4.20 further show that the F value was significant (p=0.000) at 95%. This means that training and development was significant in predicting employee commitment in the telecommunications industry. The hypothesis which states that training and development affects employee commitment in the telecommunication industry in Kenya was therefore not rejected.

Table 4.21: Regression Coefficient for Training and Development

Variable	Beta	Std. Error	T	Sig.
Constant	3.123	.317	9.852	.000
Training	.273	.073	3.729	.000

Table 4.21 displays the regression coefficients of the independent variable (training). From the above regression model shown in table 4.21, training and employee commitment to a constant zero, employee commitment would be 3.123. It is established that a unit increase in training would cause an increase in employee commitment by a factor of 0.273. This clearly shows that there is a positive relationship between training and development and employee commitment. P-value was less than 0.05, which shows that variables covered in the study on training were statistically significant to influence employee commitment. The model was defined as $Y = 3.123 + 0.273X_2$, where Y was the Employee's Commitments and X_2 was training, this implies that a unit change in training would result to 0.322 units change in Employee's Commitments in Kenya.

The results reveal that training is statistically significant in explaining employee commitment of the telecommunication industry in Kenya. The study concurs with that of Gathungu *et al.* (2016) which concluded that training practices in the Kenyan commercial banking sector had a very positive influence on the employees' commitment. The study in addition concluded that there was need to enhance the career

management aspect of training in the telecommunication sector as it enables the employees to meet their personal long term career goals as they endeavour to be more productive.

Results for training showed that well trained human resources are more likely to be committed to the organization. Human resources should facilitate the growth of the organization for all of which employee training is the foundation. Training needs to also be associated with further learning and development plans. Further findings indicated that organizations should perform 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. Effective development and assessment plans need to be identified. Organizations should also utilize effective monitoring and coaching, as well as give feedback to the employees. Employer support and encouragement of staff development, and opportunities for growth are crucial for employee commitment.

4.8.3 Regression Analysis for Rewarding

The third objective of the study evaluated the effect of rewarding on employees' commitment in the Tele-Communication Industry in Kenya. The results were presented in Table 4.22.

Table 4.22: Model Summary for Rewarding

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.859	.823	.189

a. Predictors: (Constant), Rewarding

The study conducted a regression analysis in order to empirically determine whether rewarding was a significant determinant of employee commitment in the Telecommunication industry in Kenya. Regression results in Table 4.22 indicate the

goodness of fit for the regression between employee commitment and rewarding was postulated as strong. An adjusted R squared of 0.823 indicates that 82.3% of the variances in the rewarding by telecommunication companies are explained by the variances in employee's commitment. The correlation coefficient of 92.7% indicates that the combined effect of the predictor variables have a very strong and positive correlation with employee commitment.

Table 4.23: ANOVA for Rewarding

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9.261	1	9.261	26.726	.000
Residual	32.572	94	0.347		
Total	41.833	95			

The overall model significance was presented in Table 4.23. An F value of 26.726 was found. Findings in Table 4.23 further show that the F value was significant (p=0.000) at 95%. This means that employee rewarding was significant in predicting employee commitment in the telecommunications industry in Kenya. The hypothesis which states that rewarding affects employee commitment in the telecommunication industry in Kenya was therefore not rejected.

Table 4.24: Regression Coefficient for Rewarding

Variable	Beta	Std. Error	t	Sig.
Constant	2.736	.307	8.919	.000
Rewarding	.380	.073	5.17	.000

Table 4.24 displays the regression coefficients of the independent variable (rewarding). From the above regression model shown in table 4.24, rewarding and employee commitment to a constant zero, employee commitment would be 2.736. It is established that a unit increase in rewarding would cause an increase in employee commitment by a factor of 0.380. This clearly shows that there is a positive relationship between rewarding and employee commitment. P-value was less than 0.05, which shows that variables covered in the study on rewarding were statistically significant to influence employee commitment. The model was defined as $Y = 2.736 + 0.380X_3$, where Y was the Employee's Commitments and X_3 was rewarding, this implies that a unit change in rewarding would result to 0.380 units change in Employee's Commitments in Kenya.

The results reveal that rewarding is statistically significant in explaining employee commitment of telecommunication industry in Kenya. The study concurs with those of Lyria *et al.* (2014) cross sectional study done on Companies listed in the Nairobi Securities Exchange which found a positive and significant relationship between talent retention and organizational performance in organizations.

These findings are in agreement with those of Scott (2014) who asserts that employee commitment has important implications for recruitment. Scott (2014) further argues that by examining the key drivers of employee commitment, organizations should come up with a list of attributes to guide them when they are recruiting and developing a committed work force other than each year organizations investing substantial amounts of money in training and developing their work force only to see talented and productive employees applying for other jobs, potentially to join the competition. Collings (2017) noted that in today's rapidly changing world, new career paths are constantly unfolding, traditional ones are being changed and shifts are taking place in occupation skills and educational requirements. These changes are a result of new technology, changes in organizational design and the trend towards global business operations.

Findings on employee rewarding revealed that through focusing on innovative reward strategies, organizations have the opportunity to attract and engage top talent commitment. Organizations compensation plans play prominent roles in recruiting,

motivating and retaining employee's hence building a durable advantage of its employees. Further findings showed that organizations should ensure there is equity and fairness in employee remuneration. Organizations should ensure there is proper career progression and promotional facilities for employees. Employers should also involve employees in decision making when planning and strategizing their compensation and benefits for effective compensation plans. Organizations that review their talent commitments, align individual goals to the organization, reward their top talent and provide social networking tools are more likely to achieve employee commitment.

4.8.4 Regression Analysis for Career Management

The fourth objective of the study was to evaluate the effect of Career Management on employees' commitment in the Tele-Communication Industry in Kenya. The results were presented in Table 4.25.

Table 4.25: Model Summary for Career Management

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.889a	.790	.756	.312

Predictors: (Constant), Career Management

The study further conducted a regression analysis in order to empirically determine whether career management was a significant determinant of employee commitment in the telecommunication industry. Regression results in table 4.25 indicate the goodness of fit for the regression between employee commitment and career management was found strong. An adjusted R squared of 0.756 indicates that a remarkable 75.6% of the variances in career management by telecommunication companies are explained by the variances in employment commitment.

The Pearson's correlation coefficient of 88.9% indicates that the combined effect of the predictor variables have a very strong and positive correlation with employee

commitment. The model summary results are in agreement with Ngethe *et al.* (2013) study that touched on attracting talents, developing talents and retaining talents in public universities in Kenya and found to have a positive relationship with organizational performance.

Table 4.26: ANOVA for Career Management

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.464	1	9.464	27.482	.000
Residual	32.370	94	0.344		
Total	41.833	95			

The overall model significance was presented in Table 4.26. An F value of 27.482 was found. Findings in Table 4.26 further show that the F value was significant ($p=0.000$) at 95%. This means that career management was significant in predicting employee commitment in the telecommunication industry in Kenya. The hypothesis which states that career management affects employee commitment in the telecommunication industry in Kenya was therefore not rejected.

Table 4.27: Regression Coefficient for Career Management

Variable	Beta	Std. Error	t	Sig.
Constant	2.516	.344	7.316	.000
Career Management	.417	.79	5.242	.000

Table 4.27 displays the regression coefficients of the independent variable (career management). From the above regression model shown in table 4.27, career management and employee commitment to a constant zero, employee commitment would be 2.516. It is established that a unit increase in career management would cause an increase in employee commitment by a factor of 0.417. This clearly shows that there

is a positive relationship between career management and employee commitment. P-value was less than 0.05, which shows that variables covered in the study on career management were statistically significant to influence employee commitment. The model was defined as $Y = 2.516 + 0.417X_4$, where Y was the Employee's Commitments and X_4 was career management, this implies that a unit change in career management would result to 0.417 units change in Employee's Commitments in Kenya.

The results reveal that career management is statistically significant in explaining employee commitment of telecommunication industry in the country. The study concurs with those of Gathungu *et al.* (2016) cross sectional study done on commercial banks in Kenya which found a positive and significant relationship between talent retention and the success of Commercial Banks.

The findings are consistent with those of Purcell and Hutchinson (2007) who asserted that employees often work best in teams and they are more motivated if they are effectively managed and consulted more which is directly related to employee's commitment in organizations and also informs organizations on what to do so as to achieve and have the best for its human capital. These findings are also consistent with those of Carins (2009) who asserted that a number of trends are likely to have a significant impact on employee commitment. The increased demand for work life balance and the changing relationship between employers and employees are driving the need for HR professionals and their organizations to truly understand what employees need and want and then determine how to meet those needs while at the same time developing and leveraging workplace talents at all levels.

Results on career management showed that it affects employee's commitment in the organization as it forms an integral part of employees' commitment which enables employers to identify talented employees with high potential for professional growth. Therefore, organizations should plan ahead by developing a career plan in order to ensure commitment of employee's talents. Organizations should develop a set of career goals, strategy and options based on their interests, employees' personality, values and skills relating to employee's commitment.

For effective career management, it should be a continuous process of developing human resources for achieving optimum results. Enough opportunities for career management enable employees to pursue their career goals and exploit their potential fully in relation to management and commitment of talents in an organization. Organizations should put their career plans in place, create a clear career path and help employees in career management so that both can satisfy each other's needs for better commitment of talents in organizations.

4.9 Multiple Regression Analysis

Multivariate regression model was conducted to test the joint effect of human resource management practices (independent variables) on the employee's commitment in the tele-communication industry in Kenya (dependent variable). The results of multiple regression for employee commitment were as shown in Table 4.28.

Table 4.28: Model Summary for Multivariate Regression

Indicator	R	R Square	Adjusted R Square	Std. Error of the Estimate
Coefficient	0.891	0.794	0.515	0.03125

Regression results in Table 4.28 indicated that the goodness of fit for the regression of independent variables and employee commitment is satisfactory. An R squared of (0.794) indicated that (79.4 %) of the variances in the components of human resource practices, namely; employee resourcing, training, rewarding and career management in telecommunication industry are explained by the variance in the employee commitment.

Table 4.29: ANOVA for Multivariate Regression

	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.008	4	3.502	11.349	.000
1 Residual	27.153	88	0.309		
Total	41.161	92			

ANOVA results were presented in Table 4.29. The results indicated that the overall model was significant, that is, the independent variables were significantly joint. The explanatory determinants for employee commitment are (F=11.349, P value =0.000).

Table 4.30: Regression Coefficients for Multivariate Regression

Variable	Beta	Std. Error	t	Sig.
(Constant)	1.527	.438	3.484	.001
Employee Resourcing	.105	.091	1.153	.252
Training and Development	.139	.073	1.911	.059
Rewarding	.206	.086	2.395	.019
Career Management	.206	.940	2.188	.031

The results shown in the Table 4.30 above indicate that employee resourcing has a positive but small significant influence on employee commitment. This is shown by the regression analysis value of t-calculated which is less than 2 (1.153). The β_1 (employee resourcing) value of 0.105 meant that an increase in the employee resourcing ability by 1 unit leads to an increase in employee commitment by 0.105 units and p value of 0.252 at 95% level of confidence that is not less than 0.05, therefore employee resourcing had small influence on the employee commitment as revealed by the study.

The results further indicate that training had a positive and small significant influence on employee commitment. Training had the lowest influence on employee commitment with a regression t-value of 1.911 measured against employee resourcing, rewarding and career management. P- Value of 0.059 which implies that training has a small influence on employment commitment in the tele-communication Industry in Kenya. ($\beta_1=0.139$) implied that an increase in the effectiveness in training by 1 unit leads to an increase in employee commitment by 0.139 units.

Study findings reveal that rewarding had a positive and significant influence on employee commitment. Results indicate that rewarding had the second highest influence on employee commitment surpassed only by employee resourcing. This is evident by the regression analysis results of t-value 2.395 which is greater than 2 and p-value of 0.019 which is less than 0.05 at 95% level of confidence. ($\beta_1=0.206$) implied that an increase in the effectiveness in rewarding by 1 unit leads to an increase in employee commitment by 0.206 units.

The results indicate that career management had a positive and significant influence on employee commitment albeit weak. Career management had the second least influence on employee commitment after training. This is shown by the regression analysis value of t value 2.188 which is greater than 2 and p-value of 0.031 which is less than 0.05 at 95% level of confidence. ($\beta_1=.206$) implied that an increase in career management effectiveness by 1 unit leads to an increase in employee commitment by 0.206 units. After the analysis the study model was as follows;

From the findings, it is established that the estimated regression model is;

$$Y = 1.527 + 0.105 X_1 + 0.139 X_2 + 0.206 X_3 + 0.206 X_4$$

From the above regression equation it was revealed that holding employee resourcing, training, rewarding and career management to a constant zero, employee commitment would be at 1.527. A unit increase in employee resourcing while holding all other

factors constant would result to an increase in employee commitment by a factors of 0.105, a unit increase in training while holding all other factors constant would lead to an increase in employee commitment by factors of 0.139, a unit increase in rewarding while holding all other factors constant would result to an increase in employee commitment by a factor of 0.206 and a unit in career management while holding all other factors constant would lead to an increase in employee commitment by a factor of 0.206.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

From the analysis and data collected, the following summary, conclusion and recommendations were made. The responses were based on the objectives of the study. They sought to assess the effect of employee resourcing on employee's commitment in organizations, to evaluate the effect of training on employee's commitment in organizations, to assess the effect of rewarding on employee's commitment in organizations, and to determine how career management affects employee's commitment in organizations in Kenya.

5.2 Summary of Major Findings

The primary objective of the study was to establish the effect of human resource management practices on employee's commitment in the telecommunication industry in Kenya. To achieve this, the study sought to establish the effect of employee resourcing, training, rewarding and career management on employee's commitment. The section below summarizes the study findings by objective.

5.2.1 Effect of Employee Resourcing on Employee's Commitment

Findings from the analysis show that resourcing strategy assist organizations to obtain and retain human capital it needs and employs them efficiently. Findings also reveal that resourcing strategy helps organizations to get the most suitable work force with the appropriate qualities, knowledge, capabilities and potential for future training, and also seek to retain these human resources by providing better opportunities and rewards than their competitors and by developing a real organizational culture. This in turn makes employees more committed to the organization.

5.2.2 Effect of Training and Development on Employee's Commitment

From the findings, training and development has been seen to increase the motivation levels of employees through instilling knowledge, skills and abilities and this helps them to become more committed to the organization. Suitable learning and development plans are needed in order to develop career plans for talented workforce to achieve their greatest potential in the organization and when this is done it helps employees to be more committed to the organization.

5.2.3 Effect of Rewarding on Employee's Commitment

Findings reveal that organizations need to capitalize on innovative reward strategies that attract and engage top talents. Pay-for-performance programs have an impact on employees since they offer employees cash incentives based on how an employee is performing as determined by his performance review, and based on how well the organization is meeting its set goals and this has a significant impact on employee commitment.

5.2.4 Effect of Career Management on Employee's Commitment

From the findings, career management enables employers to identify talented employee's at all functional levels of the organization and this helps them to identify options and requirements for career advancement to assist employees advance their professional growth and take on new responsibilities. Failure to recognize employees performance leads to de-motivation and this contributes to high labor turn over in organizations.

5.3 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.

5.3.1 Effect of Employee Resourcing on Employee's Commitment

The findings led to the conclusion that 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 in order 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.

Therefore external talents and resourcing plans enables 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 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.

5.3.2 Effect of Training and Development on Employee's Commitment

The study concluded that training and development had a positive and significant effect on employees' commitment. Study findings led to the conclusion that 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 discretion effort, thus leading to enhanced employee commitment in the organization. The study also concludes that 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 so as 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.

5.3.3 Effect of Rewarding on Employee's Commitment

The study concludes that rewarding has a positive effect on employees' commitment in the organization. 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 discretion 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. Based on these findings, the study found that rewarding had a strong influence on the retention of committed employees in the organization.

The study also concludes that 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 rises, and they are motivated to improve their good work.

5.3.4 Effect of Career Management on Employee's Commitment

The results of the study revealed that career management had an effect on employees' commitment in the organization. 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 in itself but a continuous process of developing human resources for achieving optimum results. The study therefore concludes that organizations with effective career management practices have employees who contribute greater discretion effort. This is supported by a positive and significant relationship between career management and employee commitment.

The study also revealed that employee engagement as a part of career pathing helps to create an effective career development strategy within the organization. This engagement helps employees to transition into new roles and are therefore motivated leading to greater employee commitment. 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.

5.4 Recommendations

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

5.4.1 Managerial Recommendations

From the conclusion, it is recommended that organizations should find a way of dealing with millenials 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. Mentoring and coaching instills systematic procedures for transferring technical know-how to the human resources to increase their knowledge and skills enabling them do their work with professionalism. This ensures an increase in productivity and the quality of work done by human resources in the organization and in turn increases their commitment. The study recommends that organizations should focus more on employee engagement as a part of career pathing as it helps to create an effective career development strategy within the organization. This engagement helps employees to transition into new roles and are therefore motivated leading to greater employee commitment. This engagement of employees enhances career pathing and contributes immensely to career support in organizations. 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.

5.4.2 Policy Recommendations

Organizations need to develop policies that guide on health and wellness programs of employees that are part of the rewarding programs which have a measurable impact on the bottom line. These programs need to be clear, consistent and offer employees and managers an on-going value in terms of their health and wellness. Managers need to

know how employees in the organization feel about their compensation, since understanding their employees' perspectives and attitudes can help them improve their compensation and management skills, and make sure employees are effectively rewarded as it affects employees' commitment. 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.

5.5 Areas of Further Research

Results indicated that there are other components of employee resourcing, training, rewarding and career management such as organizational culture that may contribute positively to employee commitment in organizations. Future studies may use these additional components of the variables to find out their effect on employee commitment since there is no one standard way of choosing particular HRM practices that enhance employee commitment in organizations.

Further research needs to be carried on the effect of millennials and generation Z on employee commitment as they are already posing a challenge on their level of engagement with the older generation in the workplace. Organizations should find a way of dealing with millenials 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.

Much more research need to be carried on the impact of using technology software in mentoring and coaching employees and whether it would have an effect on overall employee commitment. Virtual training using technology would make it possible for HR professionals to train large numbers of employees quickly and assess their progress through computerized testing programs. It would also ensure that organizations are able to train programs from remote locations eliminating the need to travel to the organization's headquarters for training.

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APPENDICES

Appendix I: Letter of Introduction

The Company Shop Manager,

Company

Position in the Company.....

Thro'

Jomo-Kenyatta University of Agriculture and Technology,

Main Campus, Juja

Dear sir/madam,

RE: Request to Conduct Research

I am a student at Jomo-Kenyatta University of Agriculture and Technology undertaking a Doctoral Program in Human Resource Management. It is a prerequisite that one has to conduct an academic research before graduating. Consequently, your organization has been chosen to provide information relating to Effect of Human Resource Management Practices on Employee's Commitment in the Tele-Communication Industry in Kenya (Mt. Kenya Region).

All the chosen shop managers, stock controllers, team leaders, direct sales representatives, direct sales agents and customer cares are requested to fill in the questionnaires appropriately. The information obtained is for academic purposes only and will be treated in strict confidence.

Thank You in advance.

Evelyne Maina

HD412-1817/2012

SECTION B: EMPLOYEE RESOURCING

1. In your opinion, does employee resourcing inform employee’s commitment in your organization? Yes [] No []

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I like the way my organization develops its organizational culture in order to inform its employee’s commitment.					
My employer brand attracts external talents easily hence making employees to be committed to the organization.					
External talents seek growth and advancement which they can only find in high performing organizations which have good reputation.					
Attracting and retaining talents are fundamental necessities of employee’s commitment in my organization.					
I find my organization to be attractive and to be adding leverage to me which makes me become committed to it.					
My organization is creative to make a high quality brand and is committed to bring the best talents into it.					
My organization recruits continuously; that is it does not recruit when a position opens, it recruits when it finds talent.					
My position in the organization matches my talents and competencies.					

My organization strives to retain me in it in order to enhance employee's commitment.					
My organization allows me switch jobs or carryout any of the tasks that can be undertaken by my team members which makes me feel appreciated in it.					

2. Apart from the issues mentioned above, how else does employee resourcing affect employees' commitment?

i.....

ii.....

iii.....

SECTION C: TRAINING

1. Does training inform employee’s commitment in your organization?

Yes [] No []

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My organization trains for high performance and potential new positions which makes employees to be committed in their work.					
My education level is useful in strategic human resource development and it leads to the success of employee’s commitment in the organization.					
My organization conducts an effective development and assessment plan in determining the employee to be trained.					
My organization provides me with effective mentoring and coaching programs to ensure that I’m able to carry out my duties and responsibilities with ease.					
I’m always given feedback on performance after training which makes me feel responsible to my performance.					
I’m given training and support that I need to get off a strong start as it enables me get much committed to my work.					
My organization trains and gives support to new hires which makes employee’s feel recognized and appreciated into the organization.					
Continuous growth and development through training is one of the most important factors in employee’s motivation and					

commitment of talents.					
The training given to me matches my career development objectives and job needs therefore enabling the organization manage its talents effectively.					
I'm involved in determining the best kind of training that suites me hence effective career progression.					

2. Apart from the issues mentioned above, how else does training affect employees' commitment?

i.....

ii.....

iii.....

SECTION D: REWARDING

1. In your opinion, does rewarding inform employee’s commitment in your organization? Yes [] No []

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sustainable profitable growth requires aligning the goals and objectives of the organization’s employee value proposition and total reward strategy with those of the organization.					
My organization differentiates the rewards offered to me to reflect my value proposition thereby enabling employee commitment.					
An organizations compensation plan plays a prominent role in recruiting, motivating and retaining employee’s hence building a durable advantage of its employees.					
My organization capitalizes on innovative reward strategies that attract and engage top talent commitment.					
My organization uses different strategies in retaining its committed talents.					
Tight integration between compensation and employee’s commitment enables organizations to align rewards with performance, ensuring the highest return on human capital.					
Organizations that review their talent commitment, align individual goals to the organization, reward their top talent and provide social networking tools are more likely to achieve success for any strategic initiative where talent commitment					

is needed.					
Organizations need to create and deliver employee value proposition to retain committed talents					
Attracting and retaining talents are fundamental necessities of employee's commitment.					

2. Apart from the issues mentioned above, how else does rewarding affect employees' commitment?

i.....

ii.....

iii.....

SECTION E: CAREER MANAGEMENT

1. In your opinion, does career management inform employee’s commitment in your organization? Yes [] No []

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In today’s rapidly changing world, organizations should plan ahead by developing a career plan in order to ensure commitment of their talents.					
Organizations should develop a set of career goals, strategy and options based on its interests, employees personality, values and skills relating to employees commitment.					
Once an organization plans itself, it is required to self manage employee’s career and take advantage of changes in the economy and job market rather than being a victim of change.					
Career management forms an integral part of employees commitment which enables employers to identify talented employees with high potential for professional growth.					
Career management is not an end in itself but a continuous process of developing human resources for achieving optimum results.					
Employees who are not able to translate their career plans into action within the organization may probably quit the job if they have a choice.					
Organization should help					

employees in career management so that both can satisfy each others needs for better commitment of talents.					
If there are enough opportunities, employees can pursue their career goals and exploit their potential fully in relation to management and commitment of talents in an organization.					
Employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambition while trying to realize corporate goals.					
Organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for committed employees.					

2. Apart from the issues mentioned above, how else does career management affect employees' commitment?

i.....

ii.....

iii.....

SECTION F: EMPLOYEE'S COMMITMENT

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The knowledge, skill and abilities of employees represent a major source of competitive advantage.					
Organizations are focusing on the association between management of committed talent and enhanced organization performance.					
Value of committed talent in organizations is an equivocal 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.					
The starting point of employee's commitment is the identification of key committed talent positions rather than individual per se.					
Employee commitment in organizations focus on greater degree of differentiation of roles within organizations with greater focus on strategic rather than non-strategic jobs.					
Organizations should foster a culture of growth and development through management of committed talents.					
Organizations should provide visible employee support and commitment hence effective employee's commitment					
Investment in management development by organizations is viewed as a commitment by employees which help strengthen employee's commitment.					
Job satisfaction in employees have positive effects on organization performance hence a measure of employee's commitment.					

Appendix III: Pilot Test Results

Employee Resourcing

Component Matrix ^a	Component
	1
I like the way my organization develops its organizational culture in order to inform its employee's commitment	.818
My employer brand attracts external talents easily hence making employees to be committed to the organization	.819
External talents seek growth and advancement which they can only find in high performing organizations which have good reputation	.871
Attracting and retaining talents are fundamental necessities of employee's commitment in my organization	.801
I find my organization to be attractive and to be adding leverage to me which makes me become committed to it	.803
My organization is creative to make a high quality brand and is committed to bring the best talents into it	.896
My organization recruits continuously; that is it does not recruit when a position opens, it recruits when it finds talent	.830
My position in the organization matches my talents and competencies	.856
My organization strives to retain me in it in order to enhance employee's commitment	.789
My organization allows me switch jobs or carryout any of the tasks that can be undertaken by my team members which makes me feel appreciated in it	.916

Reliability Statistics

Cronbach's Alpha ^a	N of Items
.839	10

Training

Component Matrix ^a	Component
	1
My organization trains for high performance and potential new positions which makes employees to be committed in their work.	.816
My education level is useful in strategic human resource development and it leads to the success of employee's commitment in the organization.	.897
My organization conducts an effective development and assessment plan in determining the employee to be trained.	.860
My organization provides me with effective mentoring and coaching programs to ensure that I'm able to carry out my duties and responsibilities with ease.	.883
I'm always given feedback on performance after training which makes me feel responsible to my performance.	.884
I'm given training and support that I need to get off a strong start as it enables me get much committed to my work.	.860
My organization trains and gives support to new hires which makes employee's feel recognized and appreciated into the organization.	.819
Continuous growth and development through training is one of the most important factors in employee's motivation and commitment of talents.	.817
The training given to me matches my career development objectives and job needs therefore enabling the organization manage its talents effectively.	.871
I'm involved in determining the best kind of training that suites me hence effective career progression.	.829

Reliability Statistics

Cronbach's Alpha	N of Items
.853	10

Rewarding

Component Matrix ^a	Component
	1
Sustainable profitable growth requires aligning the goals and objectives of the organization's employee value proposition and total reward strategy with those of the organization.	.915
My organization differentiates the rewards offered to me to reflect my value proposition thereby enabling employee commitment.	.821
An organizations compensation plan plays a prominent role in recruiting, motivating and retaining employee's hence building a durable advantage of its employees.	.818
My organization capitalizes on innovative reward strategies that attract and engage top talent commitment.	.854
My organization uses different strategies in retaining its committed talents.	.862
Tight integration between compensation and employee's commitment enables organizations to align rewards with performance, ensuring the highest return on human capital.	.814
Organizations that review their talent commitment, align individual goals to the organization, reward their top talent and provide social networking tools are more likely to achieve success for any strategic initiative where talent commitment is needed.	.882
Organizations need to create and deliver employee value proposition to retain committed talents.	.899
Attracting and retaining talents are fundamental necessities of employee's commitment.	.904

Reliability Statistics

Cronbach's Alpha	N of Items
.863	9

Career Management

Component Matrix ^a	Component
	1
In today's rapidly changing world, organizations should plan ahead by developing a career plan in order to ensure commitment of their talents.	.890
Organizations should develop a set of career goals, strategy and options based on its interests, employee's personality, values and skills relating to employee's commitment.	.979
Once an organization plans itself, it is required to self-manage employee's career and take advantage of changes in the economy and job market rather than being a victim of change.	.908
Career management and management forms an integral part of employee's commitment which enables employers to identify talented employees with high potential for professional growth.	.810
Career management is not an end in itself but a continuous process of developing human resources for achieving optimum results.	.801
Employees who are not able to translate their career plan into action within the organization may probably quit the job if they have a choice.	.819
Organizations should help employees in career management so that both can satisfy each other's needs for better commitment of talent.	.878
If there are enough opportunities, employees can pursue their career goals and exploit their potential fully in relation to management and commitment of talents in an organization.	.861
Employees feel highly motivated when the organization shows them a clear path as to how they can meet their personal ambitions while trying to realize corporate goals.	.803
Organizations should try to put their career plans in place and educate employees about the opportunities that exist internally for committed employees.	.843

Reliability Statistics

Cronbach's Alpha ^a	N of Items
.859	10

Appendix IV: Tele-Communication Branches in Kenya

No.	Name of the Company	No. of Branches	Contacts
1	Safaricom Ltd	27	P.O Box 66827, 00800 Nairobi
2	Airtel Ltd	22	P.O Box 73146, 00200, Nairobi
3	Orange Ltd	18	PO Box 30301-00100, Nairobi
4	Equitel Ltd	10	P.O Box 104443, 00100, Nairobi