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Effect of Employee Resourcing on Employee's Commitment in the Tele-Communication Industry

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Abstract:

This study sought to investigate the effect of employee resourcing on employee's commitment in the Tele-communication industry. Today's fast-paced, global business environment, coupled with the ever-growing challenge of a rapidly changing workforce, requires a well-planned, rigorous approach to employee's commitment. This has provoked the researcher to conduct a research on the effect of employee resourcing on employee's commitment in the Tele-communication industry. 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 researcher collected primary data using structured questionnaires. Data was analyzed using inferential statistics and processed using Statistical Package for Social Sciences (SPSS) Version 22, multiple regression analysis was used to establish the relations between the independent and dependent variables. Chi-square was used to test the hypothesis and was based on the alpha level or the significance level. Research findings were presented in form of tables, graphs, and charts. The study found that employee resourcing had a positive and significant effect on employees' commitment. The study recommended that organizations 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.

Keywords: *Employee resourcing, employee commitment, human capital, human resource management*

1. 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.

Human resource practices enhance internal capabilities of an organization to deal with current or future challenges to be faced by an organization. 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). There are different HR Practices for organizations to adopt which contribute to the organization's bottom line, areas such as recruitment, selection, training, development and performance appraisal which should be consistent, integrated and strategically focused. Therefore, organizations need to build long-term commitments with their employees in order to retain them (Burbach & Royle, 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 resourcing, 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. 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).

Although many managers appreciate the fact that employees are the bastion of success for any organization, the challenge they face is how to fundamentally alter their paradigm about how to get employees committed through talent attraction, hiring, and 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 employee resourcing 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 and engage 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. In today's competitive environment, preparing and engaging 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 employee resourcing 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.

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 (Brown *et al.*, 2011). With this in mind, employee commitment should be viewed as an organizational necessity. Organizations with difficulty in attracting 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 (Khan, 2012).

1.2. Purpose of the Study

The purpose of the study was to establish the effect of employee resourcing on employee commitment in the Tele-communication industry in Kenya. The main purpose of this study was to evaluate the importance of employee resourcing on employee's commitment by ensuring that organizations craft strategies that they can adopt while engaging and attracting the proper talents into the organization as well as linking employee resourcing with employee's commitment into the organization so as to be able to compete in the dynamic world.

1.3. Statement of the Problem

Employee's 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 organizations will attract and deploy 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). 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 of employee's commitment is certainly no exception. Relationship between employee resourcing and employee commitment has been studied from different perspectives which emphasize the important role played by the human capital component in the organizational competitiveness and response capacity of organizations. Previous studies carried out on employee resourcing and employee commitment have not been conclusive, therefore it is against this background that the researcher carried out this research to address the research gap and provide a better understanding on the effects of employee resourcing on employee commitment in organizations.

1.4. Research Objective

The main intent of the study was to establish the effect of employee resourcing on employee commitment in the tele-communication industry in Kenya.

1.5. Research Hypothesis

The study was aimed at testing the following alternative hypothesis (H_A); Employee resourcing affects employee commitment in the tele-communication industry in Kenya.

1.6. Significance of the Study

Organizations nowadays are becoming more aware of the importance of employee resourcing in this era and this study adds emphasis on the link between employee resourcing and employee's commitment. They will be in a position to understand the importance of employee resourcing in the organization and this helps in improving employee's commitment. The findings provide the policy makers at the executive level with viable opportunities to revise policies related to employee resourcing for employees' commitment such as policies on sourcing the right human capital into the organization. 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. Human resource experts will have adequate information while guiding different managers on the practices related to employee resourcing 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. Through this study, human resource specialists are in a position to give proper details to the organizational managers as they carry out their duties.

2. 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 variable employee resourcing. It also looks at the theoretical and conceptual framework for guiding the study. The literature review sheds more light to the reader and gives a better understanding of the relationship between employees resourcing in relation to employee's commitment. This chapter lays greater emphasis on the development of best practices to do with employee resourcing that contribute greatly to employee commitment in organizations

2.2. Theoretical Review

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. 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).

2.3. 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. 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. 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 attracting new employees with the skills and knowledge required so as to get the right human capital the first time. 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. 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 attract potential employees with the required knowledge and skills, and then conduct a training

needs analysis of the employees within 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.

2.4. Empirical Review

Empirical research is based on observed and measured phenomena and derives knowledge from actual experiences rather than from theory or belief. It is a way of gaining knowledge by means of direct and indirect observation or experience.

In relation to this study, Lyria, Namusonge & Karanja (2014) focused on the effect of talent attraction on organizational performance 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 organizational performance led to increased acceptance of organizational performance. In their study, they conducted a regression analysis to empirically determine whether talent attraction was a significant determinant of organization performance in NSE listed companies. In this case a goodness of fit test for the regression between organization performance and talent attraction was carried out which was satisfactory.

An R squared of 0.076 indicated that 7.6% of the variances in the acceptance of talent attraction by NSE listed companies are explained by the variances in the organization performance. The correlation coefficient of 27.5% indicated that the combined effect of the predictor variables has a moderate and positive correlation with organization performance. Lyria *et al.* (2014) study also found that acceptance of organizational performance was positively correlated with talent retention and this revealed that any positive change in talent retention led to an increase in organizational performance thereby increasing employee's commitment in the organization.

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 with this, Gathungu *et al.* (2016) carried out a study on the influence of employee resourcing 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 employee resourcing influence employee commitment with career development and management together with performance evaluation being identified as predictors of employee commitment (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 employee resourcing and overall commitment of employees in the commercial banking sector.

2.5. 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 employees 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 employees 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 employees 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 employees which oblige 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 employee 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 employees 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 don't recruit just when a position opens but they recruit when they find a talent. It doesn't mean that they don't 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 strategic plans with implementation activities. The first thing that organizations need 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 candidate's 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. 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).

2.6. Employee Commitment

The substantial volume of research on the link between human resource management 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 employee resourcing for organizations and employees. Since managers are considered to be such a key resource for organizations, the successful development of this resource is likely to be associated with positive performance. Investment in employee resourcing 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 have positive effects on employee's commitment (Kuvás & 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 their 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).

3. Research Methodology

3.1. Introduction of Research Methodology

The methodology includes the research design that was employed by the researcher, the sample and the instruments that were used in data collection, the systematic research procedure and techniques that the researcher 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. This design was used in the research to allow the researcher to gather information, summarize, present and interpret it for the purposes of clarification. The design was also suitable for this study because it allows the collection of information for independent and dependent variables using structured and unstructured questionnaires (Zikmund *et.al*, 2010).

3.3. 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 researcher used stratified random sampling in order to achieve the desired representation from various sub groups. A sampling frame is a list of all items where a representative sample is drawn from for the purpose of research (Waiganjo, 2013). 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). According to Crowther & Lancaster (2012), target population is the larger population to which the researcher ultimately would like to generalize the results of the study. The study had a population of 274 sourced from the six branches in the four telecommunication companies. To obtain the desired sample size for the study with the population of 274, Nassiuma (2000) formula was used, and the sample was found to be 103.

3.4. Data Collection

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 research objective 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. Secondary data was collected through evaluation of reports, organizational journals, publications and review of information from the websites of the Tele-Communication Companies in as far as they provide relevant and up-to-date information, government sources, Communications Authority of Kenya (CAK) and Microsoft cloud. Validity and reliability of the instruments was also conducted. Data analysis was done using statistical packages for social sciences (SPSS).

4. Research findings

4.1. Introduction of Research Findings

This chapter presents the research findings and results of the study. The findings and discussions are in line with the research objective of the study and are based on mixed research design. Results from the study are systematically presented beginning with findings on demographic characteristics of respondents in the study. 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%, whereas 8 of the respondents did not return their questionnaires. This response rate was satisfactory to make inferences and conclusions for this study.

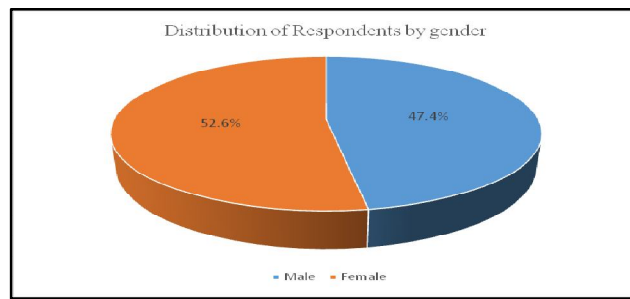


Figure 1: Distribution of Respondents

4.3. Demographic Data

The study sought to establish the demographic data of the respondents. 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 information generated across the sample population. The respondents were asked to state their gender and the study established that majority of the respondents as shown by the figure 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.

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

Table 1: Response Rate

4.4. Employee Resourcing

4.4.1. Descriptive Results for Employee Resourcing

The study sought to assess whether employee resourcing affects employee commitment in the organization. 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. 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.

The study also sought to assess whether 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. On 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.

On whether external talents seek growth and advancement which can only be found in high performing organizations which have good reputation, results showed 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. On whether attracting and retaining talents are fundamental necessities of employee's commitment, results showed 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 also sought to assess whether attractive organizations add leverage to employees which makes employees to be committed to it, results showed that majority of the respondents 88.2% (mean = 4.044; 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 and results showed 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.

On whether organizations recruit continuously; that is, they do not recruit when a position opens but recruits when they find talents, results showed 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 employee's positions with their talents and competencies and results showed that majority of the respondents as shown by 94.1% (mean = 4.0441; std dev = 1.45000) agreed with the statement that organizations match employee's 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 also sought to assess whether organizations strive to retain employees in order to enhance their commitment, results showed 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 and results showed 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.

4.4.2. Quantitative Analysis for Employee Resourcing

The study sought for information on the relationship between employee resourcing and employee commitment. Results showed that employee commitment was positively correlated with employee resourcing by a Pearson's product moment correlation factor of 0.564. This revealed that any positive change in employee resourcing would translate into increased acceptance of employee commitment.

Variable		Employee Commitment	Employee Resourcing
Employee Commitment	Pearson Correlation Sig.(2-tailed)	1	
Employee Resourcing	Pearson Correlation Sig.(2-tailed)	0.564 0.000	1

Table 2

4.4.3. Model Summary for Employee Resourcing

Regression analysis was conducted to empirically determine whether employee resourcing was a significant determinant of employee commitment in organizations. Regression results indicated that the goodness of fit for the regression between employee commitment and employee resourcing was strong. An R squared of 0.806 indicated that 80.6% of the variances in the employee resourcing by organizations are explained by the variances in the employment commitment. The correlation coefficient of 89.8% indicated that the combined effect of the predictor variables had a strong and positive correlation with employee commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.806	.789	0.893

Table 3: Model Summary for Employee Resourcing
a. Predictors: (Constant), Employee Resourcing

4.4.4. ANOVA for Employee Resourcing

ANOVA was tested using 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 further showed that the F value was significant ($p=0.000$) at 95%. This means that employee resourcing is significant in predicting employee commitment.

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			

Table 4: Model summary for employee resourcing

4.4.5. Regression Coefficient for Employee Resourcing

Regression coefficient of employee resourcing was carried out and a regression model showed that employee resourcing and employee commitment held to a constant zero, employee commitment would be 2.890. It was 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 showed that variables covered in the study on employee resourcing were statistically significant to influence employee commitment.

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

Table 5: Regression Coefficient for Employee Resourcing

4.4.6. Employee Resourcing Qualitative Results

Qualitative results on employee resourcing resulted in the following responses; 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.

4.4.7. Chi-Square Test for Employee Resourcing

Chi-square test for employee resourcing was conducted producing a chi-square value of 111.740 and p-value of 0.000 which is lower than 0.05. These results indicated that significantly, employee resourcing can influence employees' commitment in the telecommunications industry. The hypothesis was therefore not rejected.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	111.740 ^a	1	.000
Continuity Correction ^b	108.569	1	.000
Likelihood Ratio	114.525	1	.000
Linear-by-Linear Association	111.249	1	.000
N of Valid Cases	95		

Table 6: Chi-Square Test for Employee Resourcing

4.5. Employee Commitment

4.5.1. Descriptive Results for Employee Commitment

The study sought to assess whether the knowledge, skill and abilities of employees represent a major source of competitive advantage. Results showed 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. On whether organizations are focusing on the association between employee's commitment and enhanced organizational performance, results showed 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.

The study sought to assess whether value of talent in organization is an equivocal source of sustained competitive advantage. Results showed 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. On whether the central concept of employee commitment is the systematic identification of key positions which differentially contribute to the organizations sustained competitive advantage, results showed 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.

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 showed 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. On 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, results showed that 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.

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 showed 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. On whether organizations should provide visible employee support and commitment hence effective employee commitment, results showed 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 study sought to assess whether investment in management development by organizations is viewed as a commitment by employees which help strengthen employee commitment. Results showed 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 statement. On whether job satisfaction in employees has positive effects on organization performance hence a measure of employee's commitment, results showed 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.

4.5.2. Quantitative Results for Employee Commitment

Pearson product moment correlation was conducted to determine the strength of relationship between the study variable. Results found a positive significant correlation between employee resourcing and employee commitment as shown by correlation coefficient of 0.609.

4.6 Diagnostic Tests

4.6.1 Multivariate Normality

Linear regression analysis requires all variables to be multivariate normal. Normality was tested by using skewness and kurtosis and findings showed that the skewness for employee resourcing was 0.514. This therefore showed that the data is normal because the skewness and kurtosis value is between +/-1.5.

4.6.2. Multi-Collinearity and Correlation Analysis

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 and findings show that the tolerance value for employee resourcing is 0.754 and the VIF value is 1.327. This finding

therefore shows that there is no multi-collinearity because the tolerance value is above 0.02 and the VIF value is between 1 and 10. Pearson's correlations analysis was then conducted at 95% confidence interval and the results found a positive significant correlation between employee resourcing and employee commitment as shown by correlation coefficient of 0.609.

4.6.3. Autocorrelation

Linear regression analysis requires that there is little or no autocorrelation in the data. To check for autocorrelation, the study conducted Durbin Watson test in SPSS and findings revealed that the Durbin-Watson (d) was 2.011. According to Field (2009), a value between the two critical values of $1.5 < d < 2.5$ indicate lack of auto-correlation. It was concluded that there was no first order linear auto-correlation in the multiple linear regression data and the requirement of lack of autocorrelation was satisfied.

4.7. Multiple Regression Analysis

4.7.1. Model fit for Employee Commitment

Regression analysis was done to empirically determine whether the goodness of fit for the regression of independent variable and employee commitment was good and was found to be satisfactory. An R squared of 0.794 indicated that 79.4 % of the variances in the components of human resource practice, namely employee resourcing in telecommunication industry were explained by the variance in the employee commitment.

4.7.2. ANOVA for Employee Commitment

ANOVA for employee commitment was tested using the F statistic and the results indicated that the overall model was significant, that is, the independent variables were significantly joined. The explanatory determinants for employee commitment were an F value of 11.349, and a P value of 0.000.

4.7.3. Regression Coefficient for Employee Commitment

Regression coefficient of employee commitment was carried out and a regression model indicated that employee resourcing has a positive but small significant influence on employee commitment. This was shown by the regression analysis value of t-calculated which was 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.

5. Summary of Findings, Conclusions and Recommendations

5.1. Summary of Findings

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. This meant that employee resourcing was significant in predicting employee commitment in organizations.

5.2. Conclusion

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. Findings further reveal 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. Recommendations

From the conclusion, it is recommended that organizations should find a way of dealing with millennials and generation Z who look at things fundamentally in a different way and how to integrate their thinking and their way of doing things in the organization. Millennials are digital natives and as a result they are critical thinkers and more efficient problem solvers since the number of resources available to them is almost infinite in the organization. The study therefore

recommends that Human resource managers should come up with internally consistent employee resourcing practices that ensure they are well integrated into the organization.

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.

Policy makers in organizations should establish human resource management practices to do with employee resourcing 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.

5.4. Areas of Further Research

Results indicated that there are other components of employee resourcing 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 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.

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