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Moderating Effect of Work Arrangements on the Relationship between Human Resource Capabilities and Sustainable Organizational Competitiveness of Mobile Phone Service Provider Firms in Kenya

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Abstract:

Therefore, the balance between work activities and non-work activities has to be realized in order to succeed in attaining the optimality. The study therefore sought to establish the moderating role of work arrangements on the relationship between human resource capabilities on sustainable organizational competitiveness of mobile phone service provider firms in Kenya. This therefore necessitated the research using work arrangements as a moderator. The purpose of the study was to examine the moderating role of work arrangements on the relationship between human resource capabilities on sustainable organizational competitiveness of mobile phone service provider firms in Kenya. The study was grounded on Resource Based View theory. Explanatory research design guided by pragmatism philosophical paradigm was adopted. Multistage sampling design which included stratified random sampling, proportionate sampling and random sampling were used to get the actual respondents studied. Targeted population was 1279 drawn from 3 mobile phone service provider firms in Kenya. Self-administered questionnaires were used to collect data from 258 respondents determined using Taro and Yamane sample size formula. Data was analyzed using descriptive and inferential statistics which included; correlation analysis and multiple hierarchical regression analysis. The findings were analyzed at $p < 0.05$ which showed a positive relationship between human resource competencies and sustainable organizational competitiveness ($\beta = 0.135, p < 0.05$). Human capital processes and sustainable organizational competitiveness also showed a positive relationship ($\beta = 0.105, p < 0.05$) and between human resource management practices and sustainable organizational competitiveness ($\beta = 0.749, p < 0.05$). The moderator variable had a positive significant relationship ($\beta = 0.095, p < 0.05$) on sustainable organizational competitiveness. Subsequently, when independent variables were moderated with work arrangements the findings indicated that human resource competencies had a positive significant effect on sustainable organizational competitiveness ($\beta = 0.234, P < 0.05$) with human resource management practices having negative significant effect on sustainable organizational competitiveness ($\beta = -0.214, P < 0.05$). Human capital processes had a positive insignificant effect on sustainable organizational competitiveness ($\beta = 0.026, P > 0.05$). There was a significant effect of Human Resource capabilities on sustainable organizational competitiveness and it was therefore concluded that there is a moderating role of work arrangements on the relationship between human resource capabilities and sustainable organizational competitiveness. The mobile phone service provider firms should promote interest of employees whenever undertaking human resource management so as to win their support as this has effect on their competitiveness. Further research to be done on other aspects of human resource capabilities, moderating role of work arrangements on human capital processes and sustainable organizational competitiveness as it exhibited insignificant results.

Keywords: Moderating, effect, work arrangements, human resource capabilities, sustainable, organizational, competitiveness, mobile, phone, service providers

1. Introduction

The last two decades have witnessed many changes due to the influence of globalization, fewer trade barriers, and the rapid spread of the cyber revolution. All these changes and fluctuations have changed the world of work (Redman *et al.*, 2001). Human resource capabilities have become more globalized over the last decade and its importance as a driver of competitiveness in economies has increasingly grown. It involves the creation of new designs, concepts and ways of doing things, their commercial exploitation and subsequent diffusion through the rest of the organisation and society (Wickham, 2006). Given the serious difficulties in defining sustainable competitiveness, some authors have started to measure sustainable organisational competitiveness as that part of competitiveness that is determined or strongly influenced by the management of environmental and social issues. According to Aouad *et al.* (2010) the competitiveness of firms inevitably depends on national and regional systems of innovation, which in turn depends on government policy. Therefore, given the constant changes and dynamism of the business environment, securing competitiveness is therefore high on the agenda of most organizations. In this respect, securing human resource competencies, human

capital process and practices improvement is an influential lever for sustainable competitiveness. One reason for using economic performance measures instead of indicators of competitiveness might be the difficulty of defining and measuring competitiveness in one dimension.

According to Proenca (2012) employee turnover is expensive for a business organization at any level and thus staff retention is critical for organisations. Accordingly, it is believed that the issue of sustainability needs to be more vigorously discussed both at the hypothesis building stage by considering industry or other contextual factors and at the stage of developing an empirical research design (McEvily & Chakravarthy, 2002; Priem & Butler, 2001). This means that entrepreneurial leadership and organizational values do initiate building capabilities and deploy resources, positioning the organization in to a sustainable competitive advantage leading further to gain competitiveness (Raduan *et al.*, 2009; Liu & Huang, 2009). More recently, Van Jaarsveld and Liu (2015) found in a study of call-centre workers in China that when workers experienced low involvement practices in the workplace the turnover in the workplace was high.

The provision of work-life practices has the potential to generate improved attitudinal and behavioural outcomes among employees. While this process is widely held to occur through social exchange, research has not yet explicitly tested this dimension (Van Jaarsveld and Liu 2015). It has also not studied the possibility that work arrangements in Kenyan context due to varying statutory regulations moderated the link between human resource capabilities and sustainable organizational competitiveness. In summary, common human resource management practices may include annual performance appraisal (formal feedback on job performance from superiors/ employers, involve formal feedback from customers/clients), reviewing vacancies in relation to business strategy (Ashton & Sung, 2002). Formal recruitment assessment tools, Employees' annual performance reviews, reward management, training needs assessment and multi-skills training for performing multiple jobs constitute desirable human resource management practices (Meyer & Herscovitch, 2001). Performance appraisal is a vital means to offer promotion, recognition, and career development (Larsson *et al.*, 2007).

Work arrangements involve policies laid down by an organization to regulate family or personal leave, flexible work options and dependent care (Estes & Michael, 2005). The work place practices that support favourable work arrangements include flexible work hours for instance flexitime, which permits workers to vary their start and finish times provided that a certain number of hours are completed, working from home is another form of flexible working arrangement known as Telework, part time work childcare and also standard work. Work arrangement and the flexibility accorded distinguishes one organization from the other hence the use of performance theory. It reveals the organization culture and how human resource is being managed. In particular, work arrangements provide the distinction between human resources in various organizations (Besa *et al.*, 2009). Therefore, it was important to evaluate the moderating role that work arrangements have on the relationship between human resource capabilities and sustainable organizational competitiveness.

Accordingly, Estes and Michael (2005) argued that competing demands between work and home have assumed increased relevance for employees in recent years. This is as a result of demographic and workplace changes such as rising numbers of women in the work force, longer working hours and more sophisticated communications technology enabling near constant contact with the workplace (Estes & Michael, 2005). In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to implement work arrangements intended to facilitate employees' efforts to fulfil both their employment-related and their personal responsibilities (Chow & Keng-Howe, 2006). It has been found from research that those employees reporting high levels of discontent in work arrangements tend to exhibit lower levels of job satisfaction and organizational commitment (Burke & Green, 1999; Kossek & Ozeki, 1998)

Studies by Kleinknecht *et al.* (2014) established the relationship between the use of temporary and contract workers and the performance of the organization. They found out that organizations that relied on firm specific knowledge as a basis for their innovation benefited less from the flexibility afforded from having temporary workers. These practices can influence sustainable organizational competitiveness, including enhanced social exchange processes, increased cost savings, improved productivity, and reduced staff turnover. Furthermore, on-site childcare, financial or informational assistance with childcare services constitutes the approval of favourable work arrangements (Bassani, 2008). Additionally, Chambel and Castanheira (2012) argued that there is a social exchange process that underlies workers' attachment to organizations. They found in a sample of Portuguese blue-collar workers from a temporary help agency that when organizations provided training to these workers they reciprocated by reporting high affective commitment to the organization.

Chattopadhyay and George (2001) also found that the lower the proportion of nonstandard workers in the workgroup was, the more positive were the attitudes of the temporary workers in the workgroup. This they suggested was because temporary workers view the opportunity to work with standard workers positively, while if they had more non-standard colleagues they would view their work team as peripheral to the organization. The use of these arrangements would result in improved employee attitudes and behaviours within the organization, and thus enhanced sustainable organizational competitiveness, however not independently as shown by the results of past studies which are contradicting hence the use as a moderator in this study.

Beh and Loo (2013) in a study of the Malaysian insurance industry which focused on investigation of individual HRM practices relationship to organization performance found out that there is a strong and positive correlation between performance appraisal practices and organizational performance. They also found out that internal communication practices, career planning, training, and development followed the performance appraisal in that order. As such, Beh and Loo (2013) concluded that performance appraisal has greatest effect on insurance performance compared with the rest of HRM practices.

Past studies validated the link between HR capabilities and superior sustainable organizational competitiveness in United States and Europe (Boselie *et al.*, 2001, Hoque, 1999; from Asia, Bjorkmand & Xiucheng, 2002; and from Africa Chebregiorgis & Karsten,

2007). Further empirical studies of several researchers indicated a strong and positive association between HR processes and competitiveness of organizations (Cappeli, 1998; Katou & Budhwar, 2006; Kuo, 2004; Huselid *et al.*, 1997; Youndt *et al.*, 1996). Sustainable organizational competitiveness is achieved when a firm is implementing a value creating strategy not simultaneously being implemented by any competitor and when these other firms are imperfectly able to imitate the benefits of this strategy (Barney, 2010). The more favourable approach to Sustainable Organisational Competitiveness is the use of intangible (or tacit) resources that are generally built rather than bought (Derrick & Cool, 2012).

According to Purcell *et al.* (2003) organizations in different sectors use different combination of human resource management practices to achieve competitiveness. For example, business services use human resource management practices to achieve innovation and generate new ideas therefore improving product quality. Organizations in financial services industry use a combination of high involvement and reward and commitment practices for competitiveness. Ireñin (2014) examined the effect of employee commitment on organizational performance in Coca Cola Company in Nigeria. The focus of the study was on the influence of employee involvement on sustainable organizational competitiveness with reference to employee turnover. The outcome of the analysis showed that the level of employee involvement was very high. It also revealed a very high positive relationship between employee involvements and sustainable organizational competitiveness (employee turnover).

Understanding sources of competitiveness has become a major area of research in the field of strategic management (Debra & James, 2011). Changing business environment and knowledge economy has made adoption of Human Resource Management (HRM) imperative for sustainable organizational competitiveness. Human resource experts believe that employers which want to position themselves as 'employers of choice' in an economy with limited depleted resources and tight labour markets should consider using sustainable HR capabilities (App, Merk & Büttgen, 2012; Ehnert & Harry, 2012; Lis, 2012). According to Zaugg, (2009) and Darcy *et al.* (2012) in a study found out that fostering the competitiveness of the HRM system itself is a survival strategy for organizations. It is on this background that this research determined the effect of human resource capabilities on sustainable organizational competitiveness of mobile phone service providers in Kenya with the moderating role of work arrangements.

It is the objective of every organization to optimize employee productivity and hence sustainable organisational competitiveness. Therefore, the balance between work activities and non-work activities has to be realized in order to succeed in attaining the optimality. The study therefore sought to establish the moderating role of work arrangements on the relationship between human resource capabilities on sustainable organizational competitiveness of mobile phone service provider firms in Kenya. This therefore necessitated the research using work arrangements as a moderator. Since there were limited study findings which have been undertaken in Kenya to establish the effects of HR capabilities on organizations' competitiveness in the mobile phone service provider industry, there was therefore need for this research which addressed the identified research gap.

2. Theoretical Framework

The study used Resource Based View theory. The resource-based view (Barney, 1991) has become one of the most influential and well-cited theories in the history of management. It aspires to explain the internal sources of a firm's sustainable competitiveness. Its central proposition is that if a firm is to achieve a state of sustainable competitiveness, it must acquire and control valuable, rare, inimitable and non-substitutable (VRIN) resources and capabilities. The elementary feature of the Resource Based View is that successful firms possess internal resources and capabilities that are valuable, rare, and inimitable and lack substitutes (Hatch & Dyer, 2004). Organization therefore, must put in place processes and practices that can absorb the competitive human resource and enable them to apply their competencies (Barney 2002). This proposition is shared by several related analyses; core competences, dynamic capabilities and the knowledge-based view of firm (Nick and Jac, 2002).

Researches on Resource Based View theory, largely treats value creation as exogenous and focuses on incremental opportunities to sustain competitive advantage and defensive measures to impede the deterioration of competitive advantage. According to Wright *et al.* (1994), human resources can be considered rare, as individuals usually create value for the organization with high cognitive ability, which is distributed throughout the total labour population and is rare by definition. Furthermore, historical differences among organizations, ambiguity of the linkage between human resource capabilities and competitiveness and social complexity of human interactions make human resources inimitable.

In summary, Resource Based View highlights the critical role of human resources in establishing and sustainable competitiveness. Value creation begins by delivering value to customers. Lepak *et al.* (2007) categorized this at three levels: individual, organization and society. The former two are termed as micro level and fall under the scope of this thesis. When a firm's customer services and other related issues such as measures of values exceed those offered by competitors then value creation occurs (Sirmon *et al.*, 2007). Mizik and Jacobson (2003) ascertained that value creation alone is not sufficient, and that value appropriation in the form of restricting the competitive forces helps in gaining competitiveness. The superiority of doing something better in the market place gains competitiveness. This understanding of value creation and its linkage to competitiveness is quite central to managers' responsibilities and their leadership. Sustaining an organization's value is as important as creating value for competitiveness.

Resource-based view research has been criticized to give little elaboration of how firms build new capabilities (Cavusgil *et al.*, 2007). Also, the recent management concern has been that, value of a firm's resources should be assessed (Barney & Hesterly, 2006), as sustainable competitiveness of a firm has mostly been inferred from the presence of substantial resources and/or high performance rather than direct measurements (Peteraf & Barney, 2003). This study therefore, answered their call by employing a quantitative method to measure Human Resource capabilities for the technological firms by using Value-Rare-Costly-to-imitate-Organizationally-supported (VRIO) framework (Barney & Hesterly, 2006; Barney *et al.*, 2012; Peng, 2013) to evaluate the human resource capabilities of professional service firms, affecting competitiveness.

This helps build competencies that give one organization unique competencies that act as a source of sustainable competitiveness. Complementarities may exist between the three theories and there is a need to explore how each complement the shortcomings of the other (Peng, 2013). The study is of the view that an organization in an industry with no valuable, rare, heterogeneous and inimitable resources may develop key competencies that will be a source of sustainable competitiveness for the organization. Thus, the unique role of developing competencies while combining key resources to generate sustainable competitiveness from organizations' processes needs consideration by theorists and researchers. In addition, while undertaking this; the existing complementarities suggested by proponents of diverse theories explaining organization strategic behaviour also need to be given attention (Barney & Hesterly, 2006). This theory was relevant to the study because the effect of human resource capabilities such as human resource competencies, processes and practices on sustainable organizational competitiveness were established with the moderating role of work arrangements.

3. Research Methodology

This research utilized Explanatory research design. Explanatory approach provides analysis and explanation why or how the phenomenon being studied happens (Earl, 2010). Explanatory research also aimed to understand phenomena by discovering and measuring causal relationships between variables. Explanation of why and how there is a relationship between two or more aspects of a situation or phenomenon was established by using explanatory design Earl (2010). Information on human resource Competency, human capital processes and HRM practices was therefore sought and its effects on sustainable organizational competitiveness established with the use of explanatory design. The statistical analysis of the data showed that the variation in human resource capabilities in the organizations caused variation in performance and eventual sustainable organizational competitiveness. Moderation by work arrangement represented indirect causal link in the relationship between human resource capabilities and sustainable organizational competitiveness as seen in the conceptual framework. The explanatory research approach was therefore used to provide better understanding of the effects of human resource capabilities on sustainable organizational competitiveness. The objective of explanatory research was to portray an accurate profile of persons, events or situations (Earl, 2010). Explanatory design approach builds on the assumption that the views obtained generate vital information on the research question thus, appropriate for this study. This approach captured subjects' perspectives as well as perceptions of the variables studied (Creswell, 2003). Explanatory survey design which is a mixed method approach was therefore used in the study. Surveys were helpful in learning about trends or characteristics of individual attitudes, opinions, beliefs, practices, successes or effectiveness of a program and identification of employees' needs (Creswell, 2008). This basically assessed the relationship between independent, dependent and moderating variables (Kothari, 2009). The researcher used the design to obtain information from various employees on how the use of work arrangement options, the length of time used and any other options adopted by their organizations to enhance sustainable organizational competitiveness.

The target population for this study was the staff of mobile phone service provider organizations in Western Region of Kenya. The organizations included: Safaricom, Airtel, and Orange service providers. They were categorised into: Regional Sales Managers, Area Sales Managers, Trade development representatives and Customer Care employees from these organizations and its agencies. These were staff in Western Region. The study employed both probability and non-probability sampling designs. A stratified sampling design was used to select strata from the hierarchies of employees in the mobile phone service provider sector and then random sampling used to select the participants from every stratum of employees in the organizational structure. This guaranteed, in the long run, every possible sample selected with known and equal chance of participating (Joseph, 2012). The categories: Consumer Regional Sales Managers, Area Sales Managers, Trade development representatives, Customer Care employees (under organization) and Customer care staff (under contract) formed the stratum. From the stratum, proportionate sample was obtained and to sample the actual individuals as respondents to answer the questionnaire; random sampling was adopted. The researcher adopted Yamane (1973) model for determining the sample size where the population size is known.

$$n = \frac{N}{(1 + Ne^2)} = 1279 / \{1 + 1279(0.05)(0.05)\}; \text{ Hence } 300.61 \text{ approximately } 300 \text{ Respondents.}$$

$$N = \text{population size} = 1279$$

$$n = \text{sample size}$$

$$e = \text{standard error; acceptable level is } 0.05.$$

The sample size from each stratum was obtained using the proportionate allocation since the stratified random sampling design was adopted. Calculation of the sample size was based on the information that the target population is 1279. For example, Regional sales managers for sample: $(300)(8/1279) = 2$ Respondents; the sample size calculation was applied for all the cells.

Questionnaires were used in collecting substantive data for the study. Primary data was first-hand information collected by the researcher from the field while secondary data was obtained from records and manuscripts of the communications regulator (Communications Authority of Kenya-CAK) and documents from sampled organizations like journals and annual reports. In addition, documents from the sampled mobile service providers were used like the annual reports and journals to get data on adoption of new technology (innovation) and response to changing market conditions. Questionnaires were used to collect first-hand information from the respondents. Five-point Likert scale was used to design the questionnaire.

The survey instruments were pilot tested on 5.0% of randomly selected participants (Hair *et al.*, 2010) representing the customer care employees, area sales managers, and Regional sales managers of the related firms within the mobile phone service sector. As a diagnostic rule of the thumb, (the agreed upon) the lower limit for Cronbach's Alpha was 0.70, though it is acceptable to 0.60 in exploratory studies (Hair *et al.*, 1998). The goal of the pilot study was to validate the instruments through content validity, face

validity, criterion validity and concurrent validity. The outcomes from the pilot study were discussed with lecturers and colleagues in Moi University to validate the document.

Data from the questionnaires were recorded and descriptive analysis was performed to summarize the data. The direction and strength of the relationship between the independent variable (Human Resource Management practices) and dependent variable (sustainable organizational competitiveness) was examined using Pearson’s correlation analysis based on a one -tailed test at 95% level of significance. Correlation tests were conducted to establish the relationship between the variables human resource competencies, human capital processes, human resource management practices and work arrangement with the dependent variable sustainable organizational competitiveness. The interpretation of the results was based on correlation analysis results were used to draw conclusions concerning the significance of the findings.

Analytical Model involve the use of moderated regression models to analyse work arrangement moderating the effect of human resource capabilities on sustainable organizational competitiveness of mobile phone service providers in Kenya. Regression of the outcome, which is sustainable organizational competitiveness, with respect to the variables human resource competencies, human capital processes and human resource management practices was conducted. This produced a model for prediction. The predictor variables were weighted in order to form a composite variable (human resource capabilities) that aimed to maximize prediction of the outcome variable. Regression coefficients were used to indicate the expected change in the outcome variable for an increase of one unit of the predictor variable holding all other predictor variables constant. The regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e \dots\dots\dots (i)$$

Y= sustainable organizational competitiveness (Dependent Variable)

β_0 = Constant

X_1 = Human resource competencies (Independent Variable)

X_2 = Human capital Process. (Independent Variable)

X_3 = Human resource management practices (Independent Variable)

X_4 = Work Arrangements (Moderator Variable)

3.1. Moderated Regression Equation

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4(X_4) + e \dots\dots\dots (ii)$$

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4(X_4) + \beta_4(X_4 * X_1) + e \dots\dots\dots (iii)$$

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4(X_4 * X_1) + \beta_5(X_4 * X_2) + e \dots\dots\dots (iv)$$

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4(X_4 * X_1) + \beta_5(X_4 * X_2) + \beta_6(X_4 * X_3) + e \dots\dots\dots (v)$$

Y= sustainable organizational competitiveness (Dependent Variable)

β_0 = constant

X_1 = Human resource competencies (HRC) (Independent Variable)

X_2 = Human capital Process. (HCP) (Independent Variable)

X_3 = Human resource management practices (HRMP) (Independent Variable)

X_4 = Work Arrangements (WA) (Moderating Variable)

e- Error term.

4. Results

4.1. Human Resource Management Practices

The descriptive analysis on independent variable Human Resource Management practices showed that all the item means were above 3.0 except there is no connection between the work I do and the company’s strategic objectives (M= 2.84; SD= 1.122) showing that the responses were significant. “My performance appraisal is done regularly” had the highest mean of (M=3.99; SD= 0.754) which is an indication that performance appraisal was done regularly as shown in Table 1.

Item	N = 258	Mean	S.D
My performance appraisal is done regularly		3.99	0.754
We are rewarded in this organization based on performance		3.80	0.801
I’m always involved in decision making		3.72	0.760
There is no connection between the work I do and the company’s strategic objectives		2.84	1.122
Employee needs are recognised as much as their skills in our organization.		3.84	0.763
I’m rarely rewarded for outstanding performance.		3.11	0.968
Managing the complexity of change is a critical management function in our organization		3.90	0.664
We work through self-managing teams.		3.90	0.539
Few employees in this organization are involved in most of the decision making		3.41	0.785
Average		3.61	0.80

SD = Standard deviation. Reliability; Cronbach’s Alpha = 0.742

Table 1: Descriptive Statistics for Human Resource Management Practices

4.2. Work Arrangement

The items that measured of work arrangement had all means above 3.0 except for “we take children to day care centres for baby nursing in the organization” (M=2.42; SD=.645) showing all the responses were significant. I like the kind of work arrangement we have in the organization was significant since it had the highest mean of (M=3.28; SD .807) which is an indication that the employees had a sense of satisfaction and accomplishment in the work arrangement (Table 2)

Item	N = 258	Mean	S.D.
We are allowed to work on flexible time provided we complete the required hours per day.		2.94	0.655
This organization allows us to work for less than six days in a week.		2.68	0.730
I work on Part time in this organization.		2.53	0.734
I like the kind of work arrangement we have in this organization		3.28	0.807
My work gives me a sense of accomplishment.		3.25	0.745
I am proud to say I work at this organization		3.17	0.852
I am comfortable with the work I am expected to do.		3.17	0.858
I enjoy friendly working conditions in this organization.		3.18	0.888
I hardly leave the work place in a daily basis in this organization.		3.19	0.635
We take children to day care centres for baby nursing in the organization.		2.42	0.645
Average		3.00	0.755
SD = Standard deviation; Reliability Cronbach's Alpha = 0.845			

Table 2: Descriptive Statistics for work arrangement

4.3. Sustainable Organizational Competitiveness

The study also sought to get relevant data on the dependent variable. The results from analysis of data on mean and standard deviation showed that all the variable means were above 3.0 showing that all the responses were significant. The guarantee of job security in the organization was significant with the highest mean of (M=3.92; SD= 0.391) which is an indication that the employees had a feel of good sense of future with the company.

Item	N = 258	Mean	S. D
I'm guaranteed of my Job security in this organization.		3.92	0.391
A lot of employees have left the Job in this organization recently.		3.71	0.554
I am comfortable to work in this organization in the next five to ten years		3.93	0.449
My organization rewards employees who design exemplary products.		3.88	0.395
I believe in the organization's business future prospects		3.87	0.453
My organization has been making the changes necessary to compete effectively.		3.72	0.552
I feel good about the future of the company.		3.79	0.492
Average		3.83	0.469
SD = Standard Deviation: Reliability; Cronbach's Alpha = 0.700.			

Table 3: Descriptive Statistics for sustainable organizational competitiveness

4.4. Correlation Analysis of Dependent, Independent and Moderator Variables

Correlation analysis was carried out to test the theoretical proposition regarding relationships among the variables. The correlation matrix indicated that there was a positive significant correlation between Human Resource Competencies and sustainable organizational competitiveness ($r = 0.689$, $P < 0.01$). This means that there is a strong significant relationship between human resource competencies and sustainable organizational competitiveness. Human resource competencies positively predict sustainable organizational competitiveness. The correlation of Human Capital Processes and sustainable organizational competitiveness was also positively significant ($r = 0.722$, $P < 0.01$).

Variables	Y	X ₁	X ₂	X ₃	M
Sustainable organizational competitiveness (Y)	1				
Human Resource competency (X ₁)	0.689**	1			
Human Capital processes (X ₂)	0.722**	0.682**	1		
Human Resource management practices (X ₃)	0.910**	0.645**	0.700**	1	
Work Arrangement (M)	0.559**	0.429**	0.445**	0.516**	1
Notes: ** Correlation is significant at 0.01 level, * Correlation is significant at 0.05 level					

Table 4: Correlation of Dependent, Independent and Moderator Variables

Source: Research Data (2015)

Human capital process like learning, innovation and teamwork do positively predict sustainable organizational competitiveness. The relationship is strong and positive; meaning enhancing human capital processes in organizations would lead to positive achievement in

competitiveness. The correlation of Human Resource Management Practices was positively significant ($r = 0.910$, $P < 0.01$) and the correlation of moderator Work arrangement and sustainable organizational competitiveness was also positively significant ($r = 0.559$, $P < 0.01$) as shown in Table 4. It therefore implies that the independent variables together with the moderator positively influence sustainable organizational competitiveness.

The findings support (Kaplan & Norton, 1992, 1993) claims that Human resource management practices play three major roles namely building critical organizational capabilities, enhancing employee satisfaction and improving customer and shareholder satisfaction. The findings also concur with Ulrich & Lake, (1990) report that many companies that attempt to align human resource practices with business strategy, and strategic HR framework involves three components. The business strategy which represents the business strategy of the company and defines how the company wins in the marketplace based on customer buying criteria, competition, government regulations and supplier situation. By integrating the strategic HR framework with the business framework, the interrelationships among components can be identified in two linkage chains. In the first chain, human resource practice can be conceptualized as key drivers in building organizational capabilities, enhancing employee satisfaction, and more innovatively, shaping customer satisfaction (Ulrich, 1989; Ulrich & Lake, 1990)

These findings are in tandem with (Estes & Michael, 2005) claim that the objective of every organization to optimize employee productivity through balance between work activities and non-work activities have to be realized in order to succeed in attaining the optimality. Work arrangements involve policies laid down by an organization to regulate family or personal leave, flexible work options and dependent care. The findings also support Grandey & Cropanzano, (1996) assertions that provision of work-life practices has the potential to generate improved attitudinal and behavioural outcomes among employees. Their work-family research had shown that trying to manage demands from multiple roles such as work and family leads to reduced resources and increased strain in the form of work-to-family conflict. These findings concur with Armstrong and Spellman (1993) that human capital is transferable across technologies and human resources has the potential to constitute a source of sustainable competitiveness of an organization.

4.5. Multiple Hierarchical Regression Analysis

From the model summary, results of HRC¹ Predictors and WA interactions on SOC are shown. The findings' independent variables explained 85.0% ($R^2 = 0.850$) of the variance on sustainable organizational competitiveness which was statistically highly significant. This indicated that the three independent variables predicted sustainable organizational competitiveness. Introduced work arrangement on the other hand in model 2 explained only 85.7% ($R^2 = 0.857$) of the variance on sustainable organizational competitiveness which contributed an addition of 0.6%. This indicates an overlap by the independent variables that constitute human resources capabilities and work arrangement which is a moderator on the prediction of sustainable organizational competitiveness. It therefore implies that there is some association that the human resource capabilities and work arrangement have in predicting sustainable organizational competitiveness.

As indicated in model 3 interaction of Z score work arrangement *Z score Human Resource Competencies explained 87.6% ($R^2 = 0.876$) of the variance on sustainable organizational competitiveness which resulted in R^2 change of (2.0%) which was statistically significant. In practice, Human resource competencies interact with work arrangements that are favourable to the employee's interest and behaviour is affected positively enhancing employee commitment and loyalty to the organization. This would in turn result in improved product quality hence customer satisfaction. When customers are satisfied with organizations' products repeat purchase would be witnessed hence competitiveness due to customer loyalty to the organization.

In addition, interaction of Z score work arrangement * Z score Human Capital processes explained 88.1% ($R^2 = 0.881$) of the variance in sustainable organizational competitiveness. This contributed an addition R^2 of (0.5%) which was statistically significant as shown in model 4. The human capital processes applied by organizations may be antagonistic to work arrangements that are appealing and favourable to employees leading to insignificant results in their contribution to sustainable organizational competitiveness. However, interaction of Z score work arrangement *Z score Human Resource Management practices as shown in model 5 explained 90.2% ($R^2 = 0.902$) of the variance in sustainable organizational competitiveness resulting in R^2 change of (2.1%) which was highly statistically significant. Human resource management practices which include staff involvement, reward management and performance appraisal are practices that go well with generation y employees. Therefore, when interacted with work arrangements that become favourable to the said employees would positively moderate the effect on sustainable organizational competitiveness.

Durbin-Watson statistics was used to test the presence of serial correlation among the residuals, the assumption of independence of errors which required that the residuals or errors in prediction do not follow a pattern from case to case. The value ranges from 0 to 4 and as a rule of thumb, the residuals are not correlated if the Durbin-Watson statistic is approximately 2 and an acceptable range is 1.50-2.50 (Hair *et al.*, 1998). Value greater than 2 indicates a negative correlation between adjacent residuals; whereas a value below 2 indicates a positive correlation. It also depends upon the number of predictors in the model and the number of observations. The Durbin-Watson statistic for this regression was 1.842 as shown in Table 5. This falls within the acceptable range which indicated that the residuals were positive and not correlated.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.922 ^a	0.850	0.849	0.389	0.850	480.825	3	254	0.000	
2	0.926 ^b	0.857	0.854	0.382	0.006	11.241	1	253	0.001	
3	0.936 ^c	0.876	0.874	0.355	0.020	39.875	1	252	0.000	
4	0.939 ^d	0.881	0.878	0.349	0.005	9.804	1	251	0.002	
5	0.950 ^e	0.902	0.899	0.317	0.021	54.583	1	250	0.000	1.842

Table 5: Model Summary of HRC¹ Predictors and WA Interactions on OC

4.6. ANOVA Model of HRC Predictors and WA Interactions on SOC

The results shown in Table 6 as indicated by the model showed good model fit as illustrated by overall test of significance with F-test values of 480.825, 377.968, 356.811, 309.365 and 329.576 respectively with p value 0.000 < 0.05 (level of significance) were statistically highly significant. In other words, HRC, HCP, HRMP and their interaction with work arrangement were statistically significant predictors of SOC. The moderator WA was not related to either the predictor or the criterion variable rather it interacted with the predictor variables to modify the form of the relationship between predictors and criterion.

Work Arrangement created an enhancing effect of HRC and HRMP while antagonistic effect of HCP. Thus, the model was fit to predict sustainable organizational competitiveness using Human resource competencies, Human capital processes, Human resource management practices and the moderator work arrangements. ANOVA assessed whether the model overall results were significantly good degree of prediction of the outcome variable and it was clear that multiple hierarchical regression models of HRC¹, WA and their interaction resulted in significantly better prediction of SOC. Therefore, extending the argument, it was important to fit this statistical model to a set of actual collected data and how it fitted. From the results, it became clear that the model fitted the data well. It provided not only a statistical test of the model’s ability to predict the SOC, but also the value of R or the corresponding R² and the adjusted R² which indicated that the model could be used to generalize the findings.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	218.54	3	72.840	480.825	0.000 ^b
	Residual	38.479	254	0.151		
	Total	257	257			
2	Regression	220.158	4	55.040	377.968	0.000 ^c
	Residual	36.842	253	0.146		
	Total	257	257			
3	Regression	225.191	5	45.038	356.811	0.000 ^d
	Residual	31.809	252	0.126		
	Total	257	257			
4	Regression	226.387	6	37.731	309.365	0.000 ^e
	Residual	30.613	251	0.122		
	Total	257	257			
5	Regression	231.873	7	33.125	329.576	0.000 ^f
	Residual	25.127	250	0.101		
	Total	257	257			

Table 6: ANOVA Model of HRC¹ Predictors and WA Interactions on SOC

4.7. Multiple Regression Analysis of HRC¹ on Sustainable organizational competitiveness

In the first step the effect of Human resource competencies, Human capital processes and Human resource management practices on sustainable organizational competitiveness was established. The multiple regression results presented in Table 7 indicated that Human resource competencies ($\beta = 0.135$, $t = 3.848$, $P < 0.05$), Human capital processes ($\beta = 0.105$, $t = 2.797$, $P < 0.05$) and Human resource management practices ($\beta = 0.749$, $t = 20.872$, $P < 0.05$) were positive and statistically highly significant predictors of sustainable organizational competitiveness. The three variables had tolerance values of above 0.2 and VIF of less than 10 therefore multi-collinearity was not a problem.

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.15	0.024		0.000	1.000
ZHRC	0.135	0.035	0.135	3.848	0.000
ZHCP	0.105	0.38	0.105	2.797	0.006
Z HRMP	0.749	0.36	0.749	20.872	0.000

Table 7: Regression Coefficients of Independent Variables on Sustainable organizational competitiveness
Dependent Variable: Sustainable organizational competitiveness.

Notes: Dependent Variable = Sustainable organizational competitiveness, ZHRC = Zscore Human resource competencies, ZHCP = Zscore Human Capital Processes and ZHRMP = Zscore Human Resource Management Practices.

4.8. Regression Analysis of Independent Variables and Interaction with Work Arrangement on Sustainable Organizational Competitiveness

Estimates of standardized regression coefficients offered an indication of the predictive ability of the independent variables. Standardized regression coefficients range from +1 to -1 and the higher the regression coefficient (in absolute terms), the better the prediction of the dependent variable. It therefore, follows logically that if a variable significantly predicts an outcome, then it should have a β value significantly different from zero.

In this study, stepwise regression analysis model: Sustainable organizational competitiveness = $\alpha + \beta_1$ ZHRC + β_2 ZHCP + β_3 ZHRMP + β_4 ZWA + β_5 ZWA*HRC + β_6 ZWA*HCP + β_7 ZWA*HRMP + ϵ .

Therefore, the model can significantly be used to predict sustainable organizational competitiveness.

Hierarchical regression results presented in Table 8, indicated step two of the hierarchical regression where Work arrangement ($\beta = 0.095$, $t = 3.535$, $P < 0.05$) was found to be positive and statistically significant predictor of sustainable organizational competitiveness. This indicated that work arrangement at this stage was a moderator as it influenced the relationship without interacting with the predictor variables and was significant. According to Wright *et al.* (2001) when a variable (X4) is introduced to a regression analysis and found to have a significant relationship with dependent variable (sustainable organizational competitiveness), the moderator hypothesis is supported. Conversely, if the interaction term was found to be insignificant, the moderator hypothesis would not be supported (Wright *et al.*, 2001). It should be noted that moderator variables are always at the same level as predictor variables in regard to their roles as causal variables. This means that in any model they are antecedent or exogenous to dependent variables. The moderator variable had tolerance value of above 0.2 and VIF of less than 10 therefore multi collinearity was not a problem.

Model 2	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.15	0.024		0.000	1.000
ZHRC	0.135	0.035	0.135	3.848	0.000
ZHCP	0.105	0.38	0.105	2.797	0.006
Z HRMP	0.749	0.36	0.749	20.872	0.000
ZWA	0.095	0.028	0.095	3.535	0.015**
Notes: Dependent Variable: Sustainable organizational competitiveness.					
**significant at $p < 0.05$					

Table 8: Regression Coefficients of work arrangement on Sustainable organizational competitiveness
Source: Research Data (2015)

4.9. Hierarchical Regression Interaction Results of work Arrangement and Human Resource Competencies

The interaction of work arrangement and human resource competencies was entered, the hierarchical regression coefficient of interaction ($\beta = 0.122$, $t = 6.315$, $P < 0.05$) was positive and statistically highly significant as shown in Table 9. This confirmed that work arrangement moderated the effect of Human Resource Competencies on sustainable organizational competitiveness. This implies that competencies like knowledge, skills and abilities are being enhanced. It is also necessary to undertake arrangements to promote work-life balance amongst the employees. However, age of employees also has some role to play (40.3%) aged between 26-33 years and only 5% aged above 50 years of age. The two variables had tolerance values of above 0.2 and VIF of less than 10 therefore multi-collinearity was not a problem.

Model 3	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.052	0.124			
ZHRC	0.120	0.032	0.120	3.725	0.000
ZHCP	0.118	0.035	0.118	3.424	0.001
Z HRMP	0.665	0.035	0.665	18.973	0.000
ZWA	0.099	0.026	0.099	3.785	0.000
ZHRCWA	0.122	0.019	0.122	6.315	0.000
Notes: Dependent Variable: Sustainable organizational competitiveness.					

Table 9: Hierarchical Regression Coefficients of work Arrangement and Human Resource Competencies
Source: Research Data (2015)

4.10. Hierarchical Regression Interaction Results of work Arrangement and Human Capital Processes

In this step, the interaction of work arrangement and Human Capital processes was entered. Hierarchical regression coefficient of the interaction work arrangement and Human Capital processes ($\beta = 0.080$, $t = 3.131$, $P < 0.05$) was positive and statistically highly significant as shown in Table 10. This confirmed that work arrangement moderated the effect of Human Capital Processes on sustainable organizational competitiveness. This shows that work arrangement is a critical aspect of sustainable organizational competitiveness, therefore other than training, innovation and teamwork amongst the staff in an organization work arrangement is crucial as it moderates the relationship.

Model 4	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
Constant	0.039	0.024			
ZHRC	0.122	0.032	0.122	3.859	0.000
ZHCP	0.107	0.035	0.107	3.131	0.002
Z HRMP	0.673	0.035	0.673	19.490	0.000
ZWA	0.099	0.026	0.099	3.832	0.000
ZHRCWA	0.176	0.026	0.176	6.853	0.000
ZHCPWA	0.080	0.026	0.080	3.131	0.002

Notes: Dependent Variable: sustainable organizational competitiveness.

Table 10: Regression Coefficients of work Arrangement and Human Capital Processes
Source: Research Data (2015)

4.11. Hierarchical Regression Interaction Results of Work Arrangement and Human Resource Management Practices

In the fifth step, the interaction of work arrangement and Human Resources Management practices was entered. Hierarchical regression coefficient of the interaction between work arrangement and Human resource management practices ($\beta = -0.214$, $t = -7.388$, $P < 0.05$) was negative and statistically highly significant. This confirmed that work arrangement moderated the effect of Human Resources Management practices on sustainable organizational competitiveness. It is quite imperative in HRM to consider the work-life balance of employees so as to achieve sustainable organizational competitiveness. Apart from HRM practices like performance appraisal, reward management and staff involvement; employees also look to activities that touch on their life outside the work place. Employees in organizations other than being staff of firms they have other roles they play in life and this should be considered by managers of organizations. Hence the need to consider work arrangement as it has some effect on the output resulting from HRMP on sustainable organizational competitiveness (Table 11).

Model 5	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
Constant	0.002	0.022			
ZHRC	0.151	0.029	0.151	5.215	0.000
ZHCP	0.126	0.031	0.126	4.038	0.000
Z HRMP	0.697	0.037	0.697	22.116	0.015
ZWA	0.059	0.024	0.059	2.441	0.000
ZHRCWA	0.234	0.025	0.234	9.526	0.000
ZHCPWA	0.026	0.027	0.026	0.960	0.338
ZHRMPWA	-0.214	0.029	- 0.214	-7.388	0.000

Notes: Dependent Variable: Sustainable organizational competitiveness.

Table 11: Regression Coefficients of work arrangement on Human Resource Management practices
Source: Research Data (2015)

5. Discussion

Hypothesis stated that work arrangements do not moderate the effect of human resource competencies on sustainable organizational competitiveness ($\beta = 0.122$, $p < 0.05$) and the hypothesis was rejected. The study found that work arrangement had a positive and statistically significant effect in moderating human resource competencies on sustainable organizational competitiveness. The coefficient of 0.122 implied that one percent increase in interaction between work arrangement and human resource competencies was likely to result in 0.122 percent increase in sustainable organizational competitiveness which was significant. Studies by Kleinknecht, van Schaik and Zhou (2014) supported that there is relationship between the use of temporary and contract workers and the competitiveness of the organizations. They found out that organizations that relied on firm specific knowledge as a basis for their innovation benefited less from the flexibility afforded from having temporary workers. This is in line with findings of this study and indication that though knowledge resides in the organization's members; it is possible for an organization to loss competitiveness as

knowledge may become redundant. There is support for this stance that use of temporary workers improved firm productivity because of the facility it accords organizations to screen employees before hiring them and due to the numerical flexibility, it affords them (Hirsch & Mueller, 2012).

According to Chow & Keng-Howe (2006), competing demands between work and home have assumed increased relevance for employees in recent years, due in large part to demographic and workplace changes such as rising numbers of women in the work force, longer working hours and more sophisticated communications technology enabling near constant contact with the workplace. Furthermore, on-site childcare, financial or informational assistance with childcare services constitutes the approval of favourable work arrangements (Bassani, 2008). In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to implement work practices intended to facilitate employees' efforts to fulfil both their employment-related and their personal responsibilities (Chow & Keng-Howe, 2006).

It was further argued that organizations should have the tendency of attracting and retaining the most skilled labour as to their competitors through an effective human resource strategy (Guan & Ma, 2003). Through this, global challenges will be dealt with and the organization grows hence sustainable organizational competitiveness. Hypothesis (H_{04b}) stated that work arrangements do not moderate the effect of Human Capital processes on sustainable organizational competitiveness. From the study, work arrangements were found to have positive and statistically significant effect in moderating Human capital processes on sustainable organizational competitiveness ($\beta = 0.080$, $p < 0.05$) and the hypothesis was rejected. The coefficient of 0.080 implied that one percent increase in interaction between work arrangement and Human Capital Processes was likely to result in 0.080 percent increase in sustainable organizational competitiveness.

However, from the findings of this study it was established that Human capital processes interact with work arrangements to enhance sustainable organizational competitiveness. Angele (2012) established that development of integrated learning programmes assist in appraising employees' skills and knowledge. This enables business organizations to align workers' goals with their level of experience. Formerly stable environments are becoming uncertain as a result of accelerating technological advancement, globalization, industry convergence, aggressive competitive behaviour and deregulation of businesses (Huang, Dyerson, Wu and Harindranath, 2015).

The study findings affirm this as work arrangements help to reduce and manage the harm imposed by Human capital process activities. This harm covers three aspects: psychological, social and health aspects (Mariappanadar, 2012, 2013). In addition to reducing harm imposed on employees, employee growth is equally important for competitiveness. Although it takes time for organizations to see the full effect of learning and development, both are crucial to sustainable competitiveness as they create a win-win situation for employers and employees.

The work arrangements do not moderate effect of human resource management practices on sustainable organizational competitiveness. The moderating role of work arrangement was found in the study to be significant. The results indicated that work arrangement negatively moderated the relationship between human resource management practices and sustainable organizational competitiveness ($\beta = -0.214$, $P < 0.05$) and statistically significant. Therefore, the hypothesis was accepted. This implied that the interaction between work arrangement and human resource management practices had some impact on sustainable organizational competitiveness although negatively related.

The human resource management practices like performance appraisal and reward management as it relates to sustainable competitiveness may be affected by work arrangements as management may view employees on certain arrangements as unproductive. This may lead to organizations paying them possibly on piece rate and thus affecting organizations' competitiveness. Hirsch & Mueller (2012) argued that temporary workers lead to improved productivity and eventual competitiveness as this accords organizations numerical flexibility. However, beyond a certain point, the use of temporary workers results in the organization losing organization-specific human capital and along with the associated spill-over effects leads to loss of productivity hence unsustainable competitiveness.

For any organization to achieve its desired goals there is need for good management of physical or tangible resources as well as intangible aspects such as human resource capabilities. Human resource management practices include human resource management functions like staffing, performance appraisal, rewards and career planning (Bear, 2005). Further Findings by Archaize, Mogwere & Schutte, (2014) showed that poor human resource management practices have a negative effect on psychological contracts, organizational commitment, work engagement, motivation, job satisfaction, happiness, meaningfulness, well-being and the retention of employees in various settings. However, appreciation of flexibility and social support varies with age and experience of employees. The study established that majority (40.3%) were between the ages of 26-33 years and that 36.5% had served below one year. Therefore, the support and flexibility they get from the organization may not enhance loyalty and retention.

Thus, implying that undertaking human resource management practices without regard to the work arrangements adopted by the organization can be counterproductive as is exhibited by the study findings. When employees get involved in organizations management and decision making, it may happen that they have issues with work-family conflict and stress sets in. Conversely, (Bakker & Demorouti, 2007) argued that individuals with greater access to workplace social support garner additional job psychological resources that provide a stress buffer to manage strain. When individuals feel that they are socially supported at work, cared for by social others and have access to help they derive satisfaction from their jobs

These study findings attest to the view expressed by Stup *et al.* (2005) that the relationships between organizational performance and HRM are complex and not always positive and also in technological organizations remunerations may not usually be commensurate with output. Since organizations need to possess rare, inimitable and heterogeneous resources in order to develop a source of sustainable competitiveness, then a challenge exists for organizations operating in an industry where resources are mobile and

homogeneous across organizations. Whereas it is important for organizations to have valuable, rare, difficult to imitate and non-mobile resources to develop initial sources of sustainable organizational competitiveness, for this competitiveness to be sustained, the organization must develop core competencies that will keep on regenerating the value.

6. Conclusion

Human Resource Competencies had no significant effect of on sustainable organizational competitiveness. The Human Resource Competencies had a strong significance to sustainable organizational competitiveness. The Human capital processes had positive significant effect on sustainable organizational competitiveness. Work arrangements do not moderate the effect of human resource competencies on sustainable organizational competitiveness. The work arrangement had a positive statistically significant moderating effect on the relationship between human resource competencies and sustainable organizational competitiveness. The work arrangements do moderate human resource competencies and sustainable organizational competitiveness, rejecting the hypothesis and therefore the alternate one that work arrangements moderate human resource competencies and sustainable organizational competitiveness adopted.

The work arrangements had a positive statistically highly significant moderating effect on the relationship between human capital processes and sustainable organizational competitiveness. This revealed that work arrangement significantly moderated the effect of human capital processes on sustainable organizational competitiveness and the null hypothesis was rejected. The work arrangements do moderate human capital processes and sustainable organizational competitiveness.

The work arrangements do not moderate the effect of Human resource management practices on sustainable organizational competitiveness. The results indicated that work arrangements had a negative statistically significant moderating effect on the relationship between Human resource management practices and sustainable organizational competitiveness. This revealed that work arrangement significantly moderated the effect of Human resource management practices on sustainable organizational competitiveness and the null hypothesis was rejected. The work arrangements do negatively moderate the relationship between Human resource management practices and sustainable organizational competitiveness and statistically significant.

Empirical findings of this study confirmed the significant relationship between Human Resource capabilities and sustainable organizational competitiveness. The study also confirmed significant moderating effect of work arrangement on the relationship between human resource capabilities and sustainable organizational competitiveness of mobile phone service providers in Kenya. It can therefore be concluded that Human Resource Competencies had significant effect on sustainable organizational competitiveness among mobile phone service provider firms. Most vitally, human resource practices should be designed and delivered to build these organizational capabilities and business strategy. It can therefore be concluded that Human Resource Management Practices had significant effect on sustainable organizational competitiveness among mobile phone service providers.

The study revealed that work arrangements significantly moderated the effect of Human resource competencies and Human resource management practices on sustainable organizational competitiveness. However, work arrangement moderated the relationship between Human capital processes and sustainable organizational competitiveness but not significant. On the overall it is concluded that work arrangements do moderate the relationship between Human resource capabilities and sustainable organizational competitiveness and statistically significant.

7. Recommendations

Mobile service provider's management should initiate programs of training and education, innovation and team building. These programs will help foster the acquisition and enhancement of competences and respond to the desire by the employees to have a job that enhances their professional and personal development.

The management should create sustainable strategies to devise means on how clients can act as catalyst in the telecommunication value chain to help foster innovation by exerting pressure on supply chain partners to improve overall performance, and also by helping them to devise strategies to cope with unforeseen changes.

Mobile service providers' management should adopt HR best practices and Management processes, such as participation and involvement, effective reward management, appropriate performance appraisal, promotion from within and training and skill development, results in higher productivity and profit across organizations and this should be effectively implemented by all organization and stakeholders.

Management should thus evaluate the effectiveness of the systems they use in human resource management to avoid unnecessary expenditures on processes and activities that do not add value to its staff and eventual sustainable organisational competitiveness.

Management should schedule their time appropriately to balance between work activities and non-work activities in order to succeed in attaining the optimality. Further, mobile service provider organizations' management should create policies to regulate family or personal leave, flexible work options and dependent care to improve employee productivity and therefore competitiveness.

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