

**HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE  
COMMITMENT IN PRIVATE ORGANIZATIONS IN BURUNDI:  
A CASE STUDY OF VIETTEL GROUP BUJUMBURA**

**By**

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## DECLARATION

I *Irumva Emmanuel*, hereby declare that this is my original work, and to the best of my knowledge, it has never been submitted by any other person for any academic award in and out of Kampala International University.

Sign:.....

Date:.....

## **APPROVAL**

I hereby certify that this research report was compiled under my supervision, and is herein submitted for examination with my approval as the designated University supervisor.

Sign:.....

**Dr. Nakate Sylvia**

Date:.....

## **DEDICATION**

I wish to dedicate this research work to my family, especially my wife and my parents for all the encouragement, moral and financial support that has got me to where I am today.

I also dedicate it to my friends who inspired me in education. Thank you for being there for me, showing me your love and tolerance for the long hours away from home as I pursued my studies.

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## LIST OF ACRONYMS

GDP	-	Gross Domestic Product
HR	-	Human Resources
HRM	-	Human Resource Management
OHS	-	Occupational Health and Safety
PMI	-	Performance Management Indicators
SHRM	-	Strategic Human Resource Management
SMEs	-	Small and Medium Enterprises
UK	-	United Kingdom
USA	-	United States of America
WWII	-	World War TWO

## ABSTRACT

*This study examined the effect of human resource management practices on employee commitment in private organizations in Burundi, a case study of Viettel Group in Bujumbura-Burundi. The study was based on three specific objectives; to examine the effect of employee recruitment and selection processes on employee commitment, to evaluate the effect of employee career development on employee commitment, and to examine the effect of employee health and safety management on employee commitment in the Viettel Group in Bujumbura, Burundi. The study adopted a descriptive survey design, with the study sample comprised of 170 respondents selected from among the managers, human resource management personnel, welfare personnel, as well as operations personnel in Viettel Group. Data was collected using both primary and secondary sources through questionnaires and interview guide, and the data collected was analyzed using descriptive and regression analysis. The findings of the study revealed that employee recruitment and selection procedures are existent and effective in the organization with an average mean of 4.54, employee training and development processes had a total mean of 4.32, and compensation/rewards are crucial for enhancing employee commitment by influencing their working skill sets and obligations with a total mean of 4.55. The study concluded that if managed efficiently, HRM practices have a positive and significant effect on employee commitment. The study recommended that orientate the new employees on the organizational culture within the organization, as well as the future goals of the organization in order to align the energies of the new employees towards these goals; institute and maintain an open and transparent sourcing of skills and expertise within the organization so that everybody with the requisite skills will have equal consideration; and hire HR experts to help design a workplace environment that maximizes safety, health, comfort and innovativeness, which will increase morale and enjoyment at work, improve productivity and also ensure that employees are invested in eth organization, thereby increasing their commitment to the organization.*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This study explored the impact of human resource management (HRM) practices on employee commitment in private organizations in Bujumbura, Burundi. This chapter is a presentation of the background of the study, problem statement, general objective and specific objectives of the study, research questions, scope and significance of the study.

### **1.1 Background to the Study**

The background to this study was presented in form of perspectives, that is; the historical, theoretical, conceptual and contextual perspectives.

#### **1.1.1 Historical Perspective**

Modern theoretical philosophy in the world of the business agrees that the human element needs to be taken care of. The reason is that this particular element is more important than all others related to business such as information, etc. In the world of business, it is realized that the criterion of success as to organizations and institutions are measured by the extent to which the human element is taken care of. In particular, senior leaders are becoming more aware of the important role of human resources, which play in the success of their organizations to achieve performance (Al-Hawary & Shdefat, 2016).

According to Nusair (2017), organizations concern more with the human element through creating a department or division which gives more attention to the individuals working for them. By building and maintaining such a workforce, the organization can gain a competitive advantage over its competitors. Human resources contribute directly to achieve strategic objectives. Therefore, HRM practices should be central to the organizational strategy. Organizational commitment in its broadest sense has been the target of several studies and research. Business organizations' success is primarily bound by the orientations and behaviors of their human resources.

According to Al-Hawary (2017), there is an emphasis nowadays on the way the organization's employees work together to form distinctive sources of competition that cannot be copied by competitive organizations. Also, there is an emphasis on the fact that organizational commitment is one of the most issues related to the study of the employee's behavior within the organization, which is an important fact of organizational success.

Commitment is a voluntary dynamic issue which has a mutual relationship with the human resources management practices for the purpose of achieving definite outcomes (Ghabamosi, 2003). Cascio (1992) suggests that today's organizations must gain competitive advantage through the effective utilization of their human resources. Palmer (2006) stressed the fact that the practices of the human resources management do influence organizational commitment. As for as the service sector is concerned, the human resources management is supposed to be of more strategic importance than other managements, simply because the production and creation of a service in its different stages basically depend on human resources. In the sector of banking, for example, it is taken for granted that the human element is the basis of this vital industry. Since the employee is the most important element in service organizations and the secret of their success, these organizations do their best to get to know the behavioral aspects of the employees. However, the success of an organization is not always measured solely or even primarily regarding of economic indicators. In the banking sector, for instance, customer satisfaction is the main performance indicator.

Research in HRM has identified some of practices including “employee participation and empowerment and job redesign, and performance contingent incentive compensation” as influential in improving organizational performance (Delaney and Huselid, 1996, p. 949). Schuler and Jackson (1987) proposed a menu for HRM practices which included six major practices: planning, staffing, appraisal, compensating, training and development choices.

Alhawary (2011) found that traditional HRM functions, such as training and development, recruitment, selection, performance appraisal, and Communication and information sharing, are very much practiced by Zain Cellular Communication Company in Jordan.

Alhawary (2015) proposed key practices groupings of Human Resource Management Functions: recruitment and selection, Training & Development, performance appraisal, and compensations and reward. According to Youndt, et al. (1996), focus on boosting the employees' basic skills through HRM's practices such as choosing the employees, intensive training, broad developmental efforts such as job shifting and mutual interests in addition to adopting and activating the concept of capability, joint problem solving and encouraging team work to redesign work and motivate collective work (Youndt, et al., 1996).

Thite (2004) believes that HRM's strategy can never succeed unless the organizations have a comprehensive philosophy assuring the employees that they work for an organization that takes care of them, develop their abilities and confides in them. The HRM, like other managements in organizations, has two duties: administrative and specialty ones. The first duty includes planning, organizing, leading, supervising and monitoring just like other organizational units. The specialty duty consists of human resources planning, analyzing and describing jobs, and employment procedures: training, performance assessment, division compensations system and incentives as well as vocational safety and caring for employees (Al-Salem & Saleh, 2002; Zwelf, 1993).

Organizational commitment predicts the attitude of the individual towards the organization. It also forms the basis for the individual's love of work, and indicates his/her loyalty towards the organization. Also, this commitment is a desirable behavior favored by managers especially when it is translated into actual behavior. The concept of organizational commitment has attracted considerable attention over recent years, and has become a central objective of human resource management (Al-Hawary & Alajmi, 2017).

Organization commitment, according to Meyer & Allen (1991) is a complicated phenomenon describing the psychological force that relates the individual to a certain organization and makes him involved in it. Porter, Steers, Mowday and Boulian (1974) defined organizational commitment as the strength of an individual's identification with and involvement in a particular organization but then further stated that commitment is



characterized by three factors (a) a belief in and acceptance of goals and values, (b) a willingness to exert effort, and (c) a strong desire to maintain membership. Foote, et al. (2005) Believe that organization commitment has been described for a long time that it is the acceptance of the organizational aims, and devotion of efforts on behalf of the organization. Andolsek & Stebe (2004) defined organizational commitment as the attitude of the employee towards a certain organization that affects his/her interactive participation in the current or future organizational activities.

The searchers developed a questionnaire as an instrument of measurement. This model and this instrument are to be used in this particular study. Meyer & Allen (1991) did not look at commitment as merely a psychological state that reflects the conformity of the individual with the aims and values of the organization. And therefore their efforts aimed at extending the dominant outlook at that time towards organizational commitment and considered to be a psychological state that reflects the individual's desire or need to be biased towards the organization.

In Burundi, HRM practice and organizational commitment have not been very clear and thoroughly documented in organizations. However, Powell and DiMiggio (2012) states that in term of human resources, family members constitute the main source of labor in most of businesses, this in regard doesn't guarantee organizational commitment since the family members are influenced by family decisions majorly. Majority of businesses employ their family members in order to avoid the costs that come with formally and fully fledged human resource practice in their business.

To avoid legal and tax requirements that are associated with a formal human resource many employed less educated and skilled labor who learn on job and are cheaply paid. This situation is not far from the SMEs in other East African countries of Uganda, Rwanda, Tanzania and Kenya, where most enterprises are run by family members and less educated work force and such human resource management practices may be related to the performance of such enterprises.

### **1.1.2 Theoretical Perspective**

The study was guided by three theories; equity theory of Adam (1963), Hierarchy of Needs theory of Maslow (1970), and the Two-factor theory of Herzberg (1959).

Equity theory states that an employee assesses his or her work inputs against what he or she receives (outputs) and makes comparisons with another employee's ratio of inputs and outputs. The problem arises when comparison is made and there is perception of unfairness (inequity).

Maslow's Hierarchy of Needs theory proposed an outline of five hierarchical needs (physiological needs, safety needs, love, affection and belongingness needs, esteem needs, and self-actualization needs) which can be applied to an organization and its employees' performance (Maslow, 1970). According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on (Bratton & Gold, 2001).

The Two-Factor theory addresses the issue of workplace motivation. The theory introduces two elements or "factors" to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work.

### **1.1.3 Conceptual Perspective**

Human resource management practices is the 'planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.' One of the first explicit statements of the human resource management concept was made by the Michigan School (Fombrun et al, 2014).

Al-Hawary & Alajmi (2017) define organizational commitment as the psychological factor that connects the individual with the organization and makes him interested in its values

and makes every possible effort to achieve its aims. So organizational commitment could generally be described as a psychological state reflecting the relationship between the employee and the organization he/she is working in. This relationship can be understood through analyzing the three types of commitment already mentioned. The nature of the employee's commitment differs according to what sort it is.

#### **1.1.4 Contextual Perspective**

The motivating workforces in the company into work much effective towards the goal of the organizations are maybe the entire fundamental job of management. Companies in Burundi are motivate their employees into performing successfully by offering rewards based on performance and maybe punish them upon poor performances. In the past hundred years there has been tons of evolution on view for what term of reward is actually into the company context. Private organizations in Burundi especially the telecommunications tend to have low or near absence of motivational services or equipment's needed to enhance productivity and performance thus leading to employee withdrawal behaviors (Austen Davis, 2008).

In Burundi, employees commitment on the organizations have described the varieties of ways including the attitude and on orientation links and their identities for the individuals in organizations, the process leading to the organization goals and persons are congruent contribution a particular company (Mariap Panadar, 2014). The plan that the amount of energy given by employees through a high level organizational commitment, promotes an equally high level effectiveness and performance of both organizational level and individuals, Also, Mowday (1991) categorized these variables' to the four crucial classifications of the variables including work experience, structural quality, job characteristics and personal characteristics. There are other organizational components or factors that have been recommended to impact organizational commitment including managerial size, human resource practice, leadership, and organizational culture. Among these, human resource practices, which could be deliberately, controlled by the organization impact the levels of commitment into their workers.

It is important for human resource practices in the formation and maintenance of employees. The attitudes of the work like an organizational commitment have been written by many researches such as O'Reilly & Chatman. These writers were arguing the companies have pursued a strategy of increasing workers commitments, competitive advantage and overall their organizations don't follow the similar strategies (O'Reilly & Chatman, 1988).

Pfeffer, writes in his book "the human equation" support his View point by the recognize set of eight HR management practice so Pfeffer, believes leading into outcome of organizational related into higher return of economic. There are; {1} selective hiring; {2} decentralization of the decision makers and the selfmanage; {3} employees training; {4} employment security; {5} the higher compensations' on the performances; {6} maximize the differentials of the status and last one is {7} information sharing. Pfeffer tries to refer these human resource management practices as the people who centered the strategy and the position of these people who centered the strategy ware significant source of the every competitive advantage, they couldn't be easily limited. It showed via multiple of regression analysis. That human resource management was the only significantly associated variation. Organizational investment in the workers are associated with significantly high levels of employees' commitments and great intentions to stay within organizational and a less unexcused absence (Porter, 1990).

## **1.2 Problem Statement**

Nyambegera et al.,(2014) asserts that by matching human resource management with strategy, the critical human resource skills, attitudes, behaviours" and performance that are needed to successfully implement strategies can be acquired, developed and motivated and effective and thus contribute to the organizations bottom line. Disorganized change and turbulence is one of the main problems among telecommunication companies in Burundi. Workers are probable to leave into another test and much likely to not perform high as expected. Workers turnover symbolizes one of the critical problems into the company in terms of loss of talented employees, furthermore training cost and selection. The cost of

turnover put in hundreds of dollars affects the organizations expenses. Well including productivity loss, hiring and cost of training.

Business experts almost often quote 25% on the average of employee salary and conservative estimate turnover cost. Current organizational issues faced by the bosses include draw out commitment in the employees and team retention and company's higher cost for the selection and recruitment. The productivity loss and log during assimilation period time (Davies, 2002). While there have been exceeding studies on this research and empirical model of the turnover has offered strong support of the behavioral intention. According the theory of organizational support, employees shape beliefs regarding extent of the company values by their own contribution and care their happiness. Bottom in to the standard of reciprocity, like POS made workers feeling obligated into cares the company's welfare and so to help the company reach its objectives. Only way the employees might approach in to convince in this indebtedness are through better emotional commitment the company and better efforts into helps Company. To fill the knowledge gap that exists, this study sought to find out whether there is a relationship between human resource practices and employee commitment in The Viettel Group, Burundi.

### **1.3 Purpose of the Study**

The purpose of the study was to examine the effect of human resource practices on the commitment of the employees in the Viettel Group in Bujumbura, Burundi.

### **1.4 Specific Objectives**

- i. To examine the effect of employee recruitment and selection on employee commitment in the Viettel Group in Bujumbura, Burundi.
- ii. To evaluate the effect of compensation and benefits on employee commitment in the Viettel Group in Bujumbura, Burundi.
- iii. To examine the effect of training and development on employee commitment in the Viettel Group Bujumbura, Burundi.

## **1.5 Research Questions**

- i. What is the effect of employee recruitment and selection on employee commitment in the Viettel Group in Bujumbura, Burundi?
- ii. What is the effect of compensation and benefits on employee commitment in the Viettel Group in Bujumbura, Burundi?
- iii. What is the effect of training and development on employee commitment in the Viettel Group Bujumbura, Burundi?

## **1.6 Hypotheses**

- H<sub>1</sub> - Employee recruitment and selection processes have a significant effect on employee commitment in the Viettel Group in Bujumbura, Burundi.
- H<sub>2</sub> - Employee compensation and benefits has a significant effect on employee commitment in the Viettel Group in Bujumbura, Burundi.
- H<sub>3</sub> - Employee training and development has a significant effect on employee commitment in the Viettel Group in Bujumbura, Burundi?

## **1.7 Scope of the Study**

### **1.7.1 Geographical Scope**

The study area for this research was the head offices of the Viettel Group Limited in Bujumbura, Burundi. This organization was chosen because it's one of the biggest telecommunications firms in the country, therefore HRM practices and employee commitment is vital to their competitive advantage. Thus the people here were in position to provide information that is relevant to the study.

### **1.7.2 Content Scope**

The study investigated how the various human resource management practices (employee recruitment/selection, employee compensation/benefits management and employee training/development) affect employee commitment in the Viettel Group in Bujumbura, Burundi.

### **1.7.3 Time Scope**

The study focused on the activities of the Viettel Group over the past five years from 2014 when the company first started operations in Burundi to 2017.

### **1.8 Significance of the Study**

The importance of human resource management in an organization cannot be overemphasized due to the fact that human beings are the driving force behind any organization. In this respect, the findings of this study will help telecommunication companies articulate strategies and to implement well-planned and well-thought out human resource ideas that will be implemented to coordinate and channel the human capital into increased productivity.

As a strategic business partner, human resources management can justify adequate funding for human resources activities. Funding for training, employee development, and competitive salaries and benefits packages strengthens the company's position and competitiveness in attracting and retaining valuable talent and expertise.

Without employees' talent and expertise, the business risks losing production capabilities the inability to achieve maximum production levels directly affects revenue, profitability and company standing in relationship to its competitors.

This study will also act as a useful resource for those who will be undertaking research on issues related to human resource practices and telecom sector performance in Burundi. The study is also a source for literature for future researchers.

### **1.9 Operational Definition of Key Terms**

*HRM Practices:* Is a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute effectively to the achievement of its objectives.

*Employee commitment:* Is the level to which an individual employee identifies with and is involved in an organization. It is the desire to belong to an organization, the acceptance of its goals and willingness to put in the necessary effort for the success of that organization.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This is a review of the theories which are relevant to this study, and the existing literature on human resource management practices and employee commitment. It explored the findings of the various previous researchers who have studied the same or related topics to analyze the applicability of their findings.

#### **2.1 Theoretical Framework**

The study utilized three theories including the equity theory, the hierarchy of needs theory and the two factor theory.

##### **2.1.1 Equity Theory of Motivation**

The equity theory propounded by Kreitner (2008) states that an employee assesses his or her work inputs against what he or she receives (outputs) and makes comparisons with another employee's ratio of inputs and outputs. The theory attempts to explain how people strive for fairness and justice in social or give-and-take relationships. And as a process theory, it explains how a person's motivation to act in a certain way is propelled by feelings of inequity. It attempts to explain the social comparisons that people make when they compare their inputs such as work efforts, time spent on work, qualifications and skills with outputs such as pay, recognition, promotion, etc they receive (Kreitner and Kinicki, 2008). The problem arises when comparison is made and there is perception of unfairness (inequity).

One of the ways in which employees will seek to restore equity in event of perceived inequity is to change own inputs - that is behavior or attitudes (Bagram, 2007). Thus, employees who might perceive inequity in say pay, promotion, reward or other outputs may for example change their attitude towards customers they serve. It is therefore important for managers of organizations to fully comprehend this important theory and be aware of its implications when they make decisions concerning such things such as pay, bonus, fringe benefits, promotions etc. Unfortunately, the prognosis for many

organizations does not look good as accusations about favoritism and nepotism abound concerning recruitment, pay, promotion and other HRM related matters, which is worrying, from equity theory viewpoint.

### **2.1.2 The Hierarchy of Needs Theory of Motivation**

Maslow's hierarchy of needs is a theory propounded by Maslow (1970) outlines five hierarchical needs which could also be applied to an organization and its employees' performance (Maslow, 1970). According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on (Bratton & Gold, 2001). Maslow consequently extended the idea to include his observations of humans' innate curiosity. Despite the criticism by researchers and authors of the theory as being irrelevant in most parts of the world for being western-centered in nature, Maslow's hierarchy of needs theory remains relevant in every sector of organization today.

Abraham Maslow's Hierarchy of Needs theory and Abraham Maslow's hierarchy of needs theory was one of the many theorists that were intended to explain the importance of the human resource management approach. The Hierarchy of Needs theory supposes that in order to get employees to work, the organization has to understand what their motives/needs are and appropriately attend to those needs (Maslow, 1970). The theory set out five needs that need to be satisfied at one stage before moving on to another stage. Maslow felt that needs vary from person and person and that individuals want their need fulfilled (Tichy, Fombrun & Devanna, 1982). The human resource management practices in any organization must be in position to meet the needs of the employees at every level in order to endear employee commitment. These needs are:

*Physiological Needs.* The first level of Maslow's hierarchy of needs is psychological, which means that physical needs such as food and water need to be met before moving to the next level (Maslow, 1970). If workers do not make enough money to buy food and water, then it will be hard for them to continue working.

*Safety Needs.* The second level is called safety. Workers need to be in a safe environment and know that their bodies and belongings will be protected. If workers don't feel secure, then they will find it hard to work efficiently (Maslow, 1970). And according to Maslow's theory, the individuals who work in unsafe environments will have a harder time worrying about needs at the higher levels unless they can overcome the inherent lack of safety at their workplace.

*Love, Affection, and Belongingness Needs.* The third layer is called love, affection, and belongingness needs. Maslow believed that if an individual met the basic physiological and safety needs, then that individual would start attempting to achieve love, affection, and belongingness needs next (Bratton & Gold, 2001). After being satisfied with their psychological and safety needs, employees will hunger for affectionate relations with people in general, for inclusion in the workplace group a place and will strive with great intensity to achieve this goal. The hierarchy of needs theory asserts that organizations would have better worker retention and satisfaction if they kept their employees in a cohesive environment (Maslow, 1970). Furthermore, if a worker feels isolated or ostracized from their environment, then he or she would feel less motivated to work, which will lead to a decrease in overall productivity.

*Esteem Needs.* The fourth layer of the hierarchy of needs theory is called esteem, and is represented by two different sets of needs according to Maslow. First, individuals are motivated by the desire for strength, for achievement, for adequacy, for confidence in the face of the world, and for independence and freedom. Maslow goes on to discuss a second subset of esteem needs as the desire for reputation or prestige (respect or esteem from other people), recognition, attention, importance or appreciation (Bratton & Gold, 2001). If employees do not feel that their input is valued at the organization, they will seek out other places of employment that will value their input, because humans have an intrinsic need to be appreciated for their efforts.

*Self-Actualization Needs.* The fifth layer the hierarchy of needs theory is self-actualization, and it is the hardest to attain. Self-actualization is the desire for self-fulfillment, that is, the

tendency for a person to become actualized in what he is potentially. This tendency might be phrased as the desire to realize one's full potential (Bratton & Gold, 2001). According to the hierarchy of needs theory, if individuals can have their needs met in order of the layers, then they would be totally committed to the organization employing them and will seek opportunities to excel.

Maslow's hierarchy of needs helps us understand how employees whose needs are catered for have a tendency to be committed to the organization providing for those needs (Alvesson & Berg, 1992). Hence, communication is very important, because it aids in the understanding of what employees need in order to motivate them to be more dedicated to their work, be more proficient and productive.

Maslow's hierarchy of needs where the lower order needs (physiological and safety needs) may be linked to human resources management practices and organizational culture. Every new organization passes through this lower order stage in which they struggle with their basic survival needs (Greenberg & Baron, 2003). At the third level of the Maslow's hierarchy, social needs correspond to the formation of organized roles within the organization into distinct units, depicting the human resource management practices which resonate according to the tone set by organizational culture.

The positive interaction of organizational culture and human resource management practice would result in self-esteem and self-actualization. This is manifested through the employees' commitment to the organization and through their performance which showcases the strength and reliability of their organization in the face of competitors (Alvesson & Berg, 1992). It also implies that the organization through its employees has excelled and met their objectives, mission and vision statement, i.e. a stage that can be considered parallel to self-actualization.

### **2.1.3 The Two-Factor Theory**

In his Two-Factor Theory Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two elements or "factors" to account for overall job

satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, status, job security, etc. Motivators are related to the characteristics of the job itself and they include challenging work, recognition, responsibility etc. According to the theory motivators and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different.

The Two- Factor is also often referred to as the Motivation-Hygiene Theory (Davies, 2008). Herzberg's theory offers an explanation to why employees still lack motivation when confronted with high salaries and great working conditions. The latter two elements only represent hygiene factors, which keep dissatisfaction at bay. According to Herzberg, motivation comes from the job itself. Therefore, it is important for managers to look into the nature of the jobs they ask their employees to do. Herzberg's idea is that if you want an employee to perform well and do a good job, he should have a good job to begin with. So, in order to improve job attitudes and productivity, employers must attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction. In consequence, Herzberg's work implies that almost anyone will respond positively to a job with highly motivating factors. This theory was used to explain how human resource management practice impact on employee commitment.

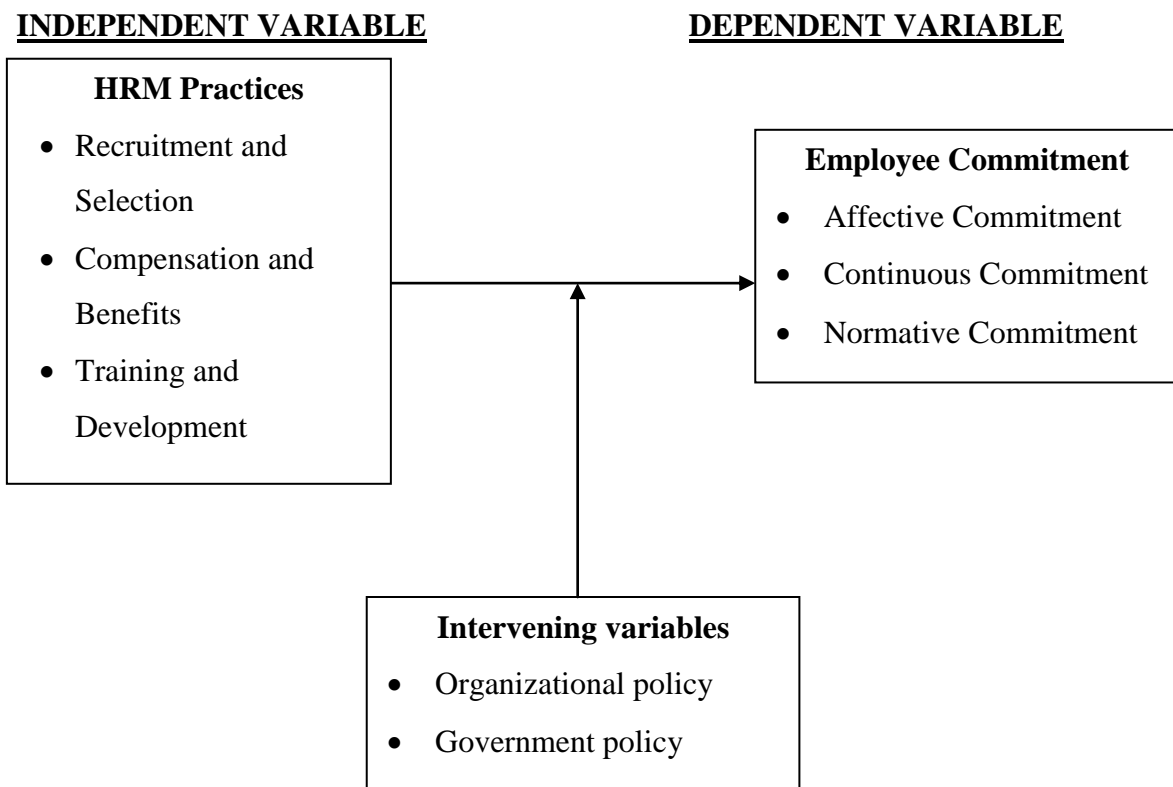
As Herzberg explains in his two-factor theory, motivating factors on their own do not ensure employee motivation and hygienic factors on their own do not remove employee dissatisfaction. In order for private organizations in Bujumbura to ensure that employees are motivated and satisfied at the same time, managers need to strike an effective balance of both motivating and hygienic factors in order to meet the individual needs of their employees. In Burundi's private sector organizations, managers should ensure this blend, with more emphasis on hygienic factors, which are more effective in minimizing

dissatisfaction, since dissatisfaction will most certainly have negative consequences on employee commitment and vice versa.

## 2.2 Conceptual Framework

The conceptual framework explores the relationship between the variables in the study. It explains how the independent variable interacts with the intervening variable to influence or determine the dependent variable.

**Figure 1: Conceptual Framework**



**Source:** *Adopted from Chen & Huang (2009) modified by the researcher*

The conceptual framework outlines the relationship between the variables in the study. In this particular study, the independent variable, which is human resource management practices, is characterized by aspects of: recruitment and selection, training and development, as well as compensation and rewards. These operate jointly with other factors such as organizational leadership styles, effectiveness of communication channels,

and labor market conditions, and together they influence the dependent variable, which is employee commitment, characterized by elements of: affective commitment, continuous commitment and normative commitment.

## **2.3 Review of Related Literature**

The related literature will be reviewed basing on the objectives of the study.

### **2.3.1 Effect of Employee Recruitment and Selection on Employee Commitment**

The processes of recruitment and selection are closely interconnected and both aimed towards attracting, evaluating, selecting and hiring an employee that is most suitable for the available position at hand and the organization and team in general (Hannagan, 2005). An organization's recruitment process is approached through its human resources strategy and conducted through appropriate policies and procedures with the intention of making the process as efficient as possible, with the most beneficial results (Foot & Hook, 2011).

In case of an organization offering a permanent contract, signifying a contract without a set ending date, it is in their best interest that the selected candidate works for them long-term and without imminent plans of resignation (Hannagan, 2005). Clear objectives on the organization's behalf from the beginning of the recruitment process work towards the candidate being able to make an informed decision, both in regards to whether they are a suitable candidate for the job and if the job and organization in question are the right choice for them as well. In particular, senior leaders are becoming more aware of the important role of human resources, which play in the success of their organizations to achieve performance (Al-Hawary & Shdefat, 2016).

The affectivity of the recruitment process can be adapted based on the values of the organization in order to maximize the results of connecting the right people to the right requirements of the organization and the particular job in question (Armstrong, 2006). The more specific the recruitment process is, the more detailed the end results are in terms of evaluating applicants. Communication is key in keeping all participants informed in equal measure, and one of the most initial moments of communication between an organization

and a potential employee, after the existence of brand knowledge, is a job description (McGrath and Hammontree, 2016).

Assessment centers, tests, questionnaires and exercises, individually and in a group environment, can be used to screen the applicants, determine their unique characteristics and suitability and to simultaneously convey forward important and significant information in regards to the job and the organization in question (Armstrong, 2006). A thorough selection process can convey the importance of finding the right employee to the applicants and work towards forming trust and communication channels between the organization and the prospective employees (Armstrong, 2006). Investing in the recruitment process can provide the side effect of showing the importance of finding the right employee to add into the existing workforce and thereby initiate the beginnings of commitment between the employee and the organization.

Recruitment sources, whether the applicant was a referral or a walk-in, influence an employee's organizational commitment and job involvement. Also, the fulfillment of promises made by employers to employees during recruitment has also been found to positively affect commitment towards an organization (Ng & Feldman, 2008). This creates a continuous connection between recruitment and induction processes, as the fulfillment of promises made during recruitment can fully be evaluated only once the employment has taken place. This also showcases how the beginnings of commitment made during recruitment can be strengthened or weakened during induction. There is an emphasis on the fact that organizational commitment is one of the most issues related to the study of the employee's behavior within the organization, which is an important fact of organizational success (Al-Hawary & Alajmi, 2017).

The importance of early activities included in the recruitment process has been highlighted in past years, not only in how they affect an applicant's attraction towards a position but also their decisions later in the process (Sun, 2013). Investing in the organization's human resources image can also have a beneficial effect on employees even before the application process fully begins. In regards to the recruitment process in general, studies have found



the process to be increasingly significant in its overall effects on employee retention and employee performance (Sutanto & Kurniawan, 2016).

An organization's attraction strategy works in cohesion with its retaining strategy, with both aimed towards gaining the best possible applicants for selection and ensuring the continued existence of the selected employees for the long term (Armstrong, 2006). Employer branding and reputation as a by-product are factors with an influence during the earliest stages of attracting candidates, along with proving what makes the organization an attractive employer with emphasis on for example loyalty, opportunities provided, security and future employability, as shown in the already existing workforce (Armstrong, 2006).

Employment reputation of the organization as a place to work for, can be the single most meaningful and influential aspect in regards to how potential employees view the organization, whether they would consider applying there and what kind of an employment they would expect to gain (McGrath & Hammontree, 2016). The significance of the induction process, and the rest of the employment period, becomes relevant for the first time during the recruitment process, when the relevant information is conveyed to the applicant (McGrath & Hammontree, 2016). This shows the importance of a fluid transition between recruitment and induction in forming commitment, as what is started during the former process can be strengthened and enforced in full during the latter.

### **2.3.2 Effect of Compensation and Benefits on Employee Commitment**

Every employees need to be compensated for their efforts based on volume of predication. Compensation refers to all forms of financial rewards received by employees. Compensation dissatisfaction can lead to absenteeism, turnover, low performance, job dissatisfaction, strikes and grievances. Employee compensation may influences employee commitment. The commitment of employees towards organization improves the organization effectiveness.

Armstrong and Brown (2005) suggest that management of rewards and compensation is a constituent of Human resource management. It encourages the attainment of employees and follows a deliberate way to worth individuals for their successful reach. Due to its

concern in human resource development it is added to HRM activities. This suggestion terminates that its work are only to bring optimistic employment relation and involves intellectual agreements through which the compensation for people can be easily acknowledged.

Boyd, Salamin (2001) Even though many researches are conducted regarding the compensation of employees ,only a few are known by the deliberate compensation system which is lined up with the organisation plan of action. Still the subject is unclear, even though many analyses are done on this subject. Salary structure was found to be oriented with the divisional strategies. Furthermore, the most important factor which affects the compensation was found to be the position hold by the employees in the company. It is totally to be blamed for the impact brought on the reward system.

According to Barry et al (1990), his research relied majorly on literature of compensation of strategy and analyse compensation ideas which includes Base salary, incentives and bonus more or less 16,000 top and middle level managers and 200 firms in compensation are found using longitudinal data. The supposition is made to analyse base pay and pay mix. This study concludes that organisation shows less liability when it comes to salary conclusion and differ in pay mix than salary level (Milkovich, 1990).

Natalie J. Allen, John P Meyer (1990) states that commitment of organisation is studied in two ways involving three component models. It states that the employee's commitment relies in three phases. First, the affective commitment of organisation defines that the employees are emotionally attached with the organisation. Second, the continuance commitment of organisation defines that the employees perceive the need to stay with their organisation because of their income and fringe benefits which they won't get these benefits in another organisation. Lastly, the normative commitment of organisation defines how employees feel to stay in the organisation. The employee who committed normatively with organisation feels that they should stay in their organisation. In first study, scales are used to measure these elements. Relationships between the components of commitment with its variables considered their predecessor were explored in Second study.

Barbara B. Brown (March 25, 2003) the need of the study is to investigate the relationship between employees' perceptions with their immediate supervisors "relations-oriented, task-oriented leadership behaviors and different types of commitment of the organization. Bass & Avolio's (1995) Multifactor Leadership Questionnaire is used to measure relations-oriented and task-oriented leadership behaviors.

Meyer & Allen's (1997) Organizational Commitment Questionnaire is used to measure commitment of the organization. Respondents in the survey include 361 employees who work for the city of Charlottesville, Virginia. Component scores were used to execute regressions and investigate the number of variance relations-oriented leadership behaviors and task-oriented leadership behaviors described in commitment of organization. Relations-oriented leadership behaviors described the greatest number of variance in affective commitment, slightly less variance in normative commitment, and there is no variance in continuance commitment. The conclusion for task-oriented leadership behaviors unveils the similar pattern of relationships with the different types of commitment of the organization is weaker.

Harold et al (2011), the study undertake to relate the commitment of lowerlevel employees in organization to improve organizational effectiveness by offering bus services. Commitment of the organization is found to be associated with organizational sustainable, turnover, and delay rate, except operating costs and absenteeism. Here two subscales are used to measure value of commitment and commitment to stay in an organization. Less significant differences were found between the subscales, as they relate to various guidelines of organization effectiveness, and the general pattern suggested that it is required to avoid simplistic impression about the impact of commitment on organization.

Isaiah O. Ugboro (2006) this study is formulate to discover the relationship between job redesign, employee empowerment and desire to quit measured by affective commitment of the organization among remnants of organizational restricting and downsizing. The study concentrates on employees and middle level managers of organization in supervisory level

because remnants of the group is needed to expect extended roles, functions and responsibilities in a position restructuring and downsizing environment. Finally the result reveals that there is positive significant relationship between job redesign, and affective commitment. Hence it provides empirical data to influence theoretical models for maintaining and reduce remnant who intent to quit and future voluntary turnover among remnants of downsizing and restructuring.

Avari (2011) the study shows the relationship among the strategic compensation Practices and affective organizational commitment. The research was cross sectional to fetch out in universities of medical sciences in Malaysia. The objective of the study is to investigate the relationships between strategic compensation practices, and affective organizational commitment. The samples were collected from four universities of medical science and the data analysis is done with descriptive statistics. The research finding reveals that there is significant relationship between compensation policies of pay- for-performance, pay for understanding and organization commitment.

Pare, G. & Tremblay, M. (2007) investigated that there is a relationships among a multidimensional, theoretically grounded arrangement of high-involvement of human resources (HR) practices and turnover purpose. Data is collected from 394 respondents and it is used to test the research model. The confirmatory factor analysis method was used to analyze the samples of the respondents. Every Employee perception is analyzed in relation with the variables of organization commitment, fair justice and citizenship behavior. The findings reveal that there is a strong positive correlation between employee commitment and compensation policy of the organization.

Chew (2008) the study is undertaken to determine the effect of fundamental human resource (HR) practices on permanent employee's organization commitment and desired to stay. The study is fetch out in three phases. First, the data is collected from 13 experts and interviewed using the Delphi technique. Second, in-depth interviews with 12 HR managers are conducted. In third phase, 457 employees from nine Australian organizations. Delphi technique is used to interview the respondents while the hypothesis is tested using

structural equation modelling. Finally findings reveal that compensation and commitment relationship were positive and significant.

### **2.3.3 Effect of Employee Training and Development on Employee Commitment**

There are various studies that have been conducted on employee training and development both locally and internationally. According to an individual-centric study conducted by Gill & Kustron (2011) on training and development of serial project managers, findings revealed that project managers tend to be highly experienced, multi-disciplined professionals whose association with the project management profession is often characterized by latency, emergence and self-identification. The organizational success and excellence primarily depends on the individuals' job performance (Al-Hawary, 2015).

A survey by Alnaqbi (2011) on the effect of training in improving employee development and organizational effectiveness examined the processes of career development and focused on the techniques and methods that have been successfully applied by organizations to establish career development programs. The study findings revealed that an approximate of 60% of the target study group had less than four years of service experience in the agency. The study reached a conclusion that if the agency exhibited the ability to keep an employee until his/her fourth year, chances are higher that the agency stood a better chance of keeping that employee for longer. Human Resources Management can play an important role in boosting organizational commitment among workers. The Harvard concept stresses that HRM should lead to employee commitment (Al-Hawary & Alajmi; 2017).

Chacha (2013) explored the perceived relationship between training and development programs and employee retention at the Kenya post office savings bank. His findings revealed that that the existing employee development programs in the organization included guidance and counselling, career planning, training, coaching and mentoring, all geared towards the effort to retain their employees. The study revealed that those employee development programs are instrumental in providing operational guidance to staff of career related responsibilities and rights, promoting decision-making, developing healthy self-

actualization at individual employee levels and improving teamwork and good relationships between staff across different levels.

According to Bartlett (2012), in a study on the perceived relationship between employee training and development and employee retention in Kenya, found out that generally, majority of employees expressed their satisfaction with the existing career planning processes in Kenya since it was established that most respondents exhibit conformity to career planning best practices. Coaching and mentoring, training and development, effective succession planning, career counseling services and talent management were some of the factors found to be available at satisfactory levels among the organizations within the study area, according to the responses of majority of respondents.

These finding implied that majority of employees in Kenya are satisfied with their organizational career path and this influences their intent to stay with their particular organizations. Additionally, inferential results further revealed that among other factors, coaching and mentoring, succession planning, career planning, training and development, career counseling, and talent management are some of the key factors that influence the retention of employees in Kenya (Alnaqbi, 2011). These career development practices encourage employee engagement and consequently, their retention in the organization, thus reducing employee turnover and increasing productivity.

According to Foot & Hook (2011), employee commitment is very vital to organizational management since workers exhibit commitment and engagement when they are effectively commit to their organization, willingly innovate and initiate changes because they trust their organization, exhibit self-efficacy, and desire to see themselves and their organizations improve. Results of employee commitment include higher productivity, lower turnover, and an amplified focus on customer satisfaction (Wachter &Yorio, 2014). When employees are committed, they are more likely to remain with the organization even when there are higher paying jobs available elsewhere. Employee commitment and engagement can also positively affect efficiency in the delivery of services to the customers, improve trust in the organization and as a result, they can attract qualified staff.

## **2.4 The Relationship between HRM Practices and Employee Commitment**

A central theme within the human resource management literature concerns the identification of 'best practices' that enhance both organizational performance and employee commitment. Research in this area is driven by efforts to find links between these practices and firm level outcomes, such as higher productivity, lower turnover, and lower rates of absenteeism and higher levels of financial performance (DeJoy et al., 2010). Research exploring the impact of these human resource practices on employee commitment is considerably more limited (Makanjee et al., 2006). Yet, there is an implicit assumption within the literature that these human resource practices may be applied both across and within organizations, yielding desirable firm level outcomes and employee behaviors.

Human resource management is a consistent and productive approach towards the management of employees who are 'valued assets' to the organization. According to Bartlett (2012), managing resourceful humans requires a constant balancing between meeting the human aspirations of the people and meeting the strategic and financial needs of the business. Hence linking the human resource management more explicitly to the strategic goals to improve the business and foster innovation and flexibility, thus serves the overall purpose (Wachira, 2011). According to Delaney & Huselid, (2006), human resource management has been linked to the success of many leading organizations.

For instance, according to Davies (2008), Google has good human resource management practices in place and this has made Google one of the greatest companies to work for and managed to retain their best talents. Porter & Steers (2003) argue that, leading organizations such as AT&T, Honeywell, Kodak, and 3M understand the importance of good human resource management practice and begin to develop a good and competence human resource management practice several years ago. It is clear that human resource management practice play an essential part in influencing employee's intensity of commitment and their intention to stay with the organization. Therefore it is important to understand which human resource management practices are important in the day to day running of a firm and how these specific practices influence employee commitment as it is

all about developing the skills and knowledge, retaining and boosting staff morale by effectively promoting job satisfaction in the workplace (Namuganza, 2005).

It is widely accepted that organizational performance depends at least partly on the behavior of employees and that these behaviors can be shaped through best human resources practices. Delery and Doty (1996), also argue that through best possible use and application of human resource policies in the organization, commitment can be encouraged thus leading to better performance, improve staff attitude and lower labor turnover. Human resource management practices affect organizational performance through their effect on employee development and behavior. These practices determine the type of employees who are selected, skills and motivation of these employees, and the opportunities and incentives that these employees have to design new and better ways of doing their jobs. This set of human resource management practices that promote skill development, motivation and discretionary effort is often labeled as high-involvement human resource management practices (Byrne & Hochwarter, 2008).

According to Porter & Steers (2003) an engaged workforce generate valuable business results for an organization. The process starts with employer practices such as job and task design, recruitment, selection, training and development, compensation, performance management and career development. Such practices affect employees' level of commitment. According to Akerlof and Yellen (2006), the role of human resources has changed greatly since medieval times when the major motivational factors were basic human necessities and the role of human resource was to arrange for these in proportion to the work done. Brannick, *et al.* (2007) asserts that today's company should consist of fast, flexible and dynamic teams of enthusiastic, motivated, creative and fully self-expressed people. According to Porter et al, (2004), human resource will have to play a substantial role in the business in order to perform these role human resource professionals should have: Thorough knowledge of business as well as of human resource functions, the ability to lead any change process, innovation, problem solving, the leadership ability to influence the organization, since there are different sets of people who have different expectations, there have to be newer roles and newer competencies of human resources.



## **2.5 Related Studies**

Research has reported that employee perceptions regarding the transferability of skills are negatively associated with continuance commitment. Armstrong (2006) found that training was a significant predictor of affective, continuance and normative commitment. Randall and O'Driscoll (1997) found that agreement with training policies was associated with higher levels of affective commitment among employees in New Zealand, though not employees in Ireland. Research studies also suggest that attitudes towards career development may be related to different commitment components. For example, Iverson & Buttigieg (1999) found that promotional opportunity was a significant predictor of affective commitment, and that career development was one of the most powerful predictors of both affective and normative commitment.

Lazear (2010) found that continuance commitment was higher among employees that were rated as less promotable by their superiors. Omondi (2009) also found that perceptions of promotion opportunities were positively associated with continuance commitment. Regarding the design of jobs, Iverson and Buttigieg (1999) found no predictive relationship between autonomy and affective, normative or continuance commitment, though routine work has been found to be a negative predictor of both affective and normative commitment. They also found that job security was a significant predictor of both affective and continuance commitment and that pay was a significant predictor of continuance commitment. In general, there is little research examining the impact of reward practices on multiple dimensions of commitment. This study therefore filled this gap by looking at how different human resource management practices impacts on employee commitment.

Lazear (2010) further found that high-performance organizations persistently sought to recognize and reinforce valuable contributions made by employees whether by promotion or compensation. Promotion is a shifting of employee for a job of higher significance and higher compensation. The movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package is a promotion. Another definition of promotion is the

reassignment of an employee to a higher-rank of job (McCausland, 2009). While compensation is the amount of monetary and non-monetary pay provided to an employee in return for work performed as required. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance but its main purpose is to improve employee capabilities and organizational capabilities.

Armstrong (2006) indicate that the relationship between organizational structure characteristics and affective commitment is not examined thoroughly, nonetheless they expect, based on research by Delaney & Huselid, (2006), that decentralization of decision making and formalization of policy and procedure are related to affective commitment. Fombrun et al, (1984) suggest that organizational structure characteristics do not have a direct effect on affective commitment, but rather, that the relationship is mediated by work experiences, Armstrong (2006) included work experiences as mediator in the relationship between organizational structure characteristics and affective commitment. The social exchange view suggests that employees' perceptions of the organization's commitment to them (perceived organizational support, or POS) creates feelings of obligation to the employer, which enhances employees' work behavior.

Past findings have also established that employees who are committed to the organization will remain loyal and are inversely related to turnover (Guest, 1999). In such conditions, employees were known to spend more time and energy in assisting the organization realize its goals and they also put their own self-interest aside. They would subscribe to the idea of being a citizen of the organization and be fully committed to the goals of the organization. They would therefore be fully committed in achieving the organizational goals. Yiing and Ahmad, (2008) argue that committed employees put in efforts that go beyond normal expectation in the delivery of high service quality because they feel strongly about improving service quality and personal accomplishments in providing service quality. They further assert that it seems that such employees are not only dedicated in ensuring the

continuous improvement of service quality but may also have derived personal satisfaction in terms of delivering service quality.

## **2.6 Research Gaps**

The chapter has examined literature on human resource management practices and employee commitment. Most researchers have presented arguments to support the assertion that human resource management practices play a key role in influencing employee commitment in organizations (Omondi, 2009; Lazear, 2010; McCausland, 2009; Delaney & Huselid, 2006; Guest, 1999; and Yiing & Ahmad, 2008). However most of the researches tend to analyze this influence based on performance measurements and not specifically on employee commitment. Though in some cases employee commitment is explored, it's limited in scope. Besides, none of the various studies was conducted in Burundi, and yet the business conditions in Burundi are different from those in other countries. This study therefore sought to fill the knowledge gap by holistically analyzing the relationship between human resource management practices and employee commitment in the context of the business environment in Bujumbura, Burundi.

**CHAPTER THREE**  
**METHODOLOGY**

**3.0 Introduction**

The chapter is a presentation of the research design, research population, the sample size, sampling procedures, the research instruments, validity and reliability of instruments, data gathering procedures, data analysis, ethical consideration and limitations of the study.

**3.1 Research Design**

The study adopted a descriptive survey research design, the design is adopted because it identifies the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. Descriptive survey design also allows the researcher to define clearly what he wants to measure and find adequate methods for measuring it along with a clear cut definition of the population the researcher wants to study (Amin, 2005). This research design was used because it allowed the researcher to study the issues at hand in details as well as finding correlations between them.

**3.2 Research Population**

The population of the study included all the employees of the Viettel Group in Bujumbura, Burundi. According to the company’s staff structure manual, Viettel Group employs 296 people in their operations within the city of Bujumbura and its surroundings, as of the beginning of 2018 (See appendix IV).

**3.3 Sample Size**

The sample size to be used in the study comprised of 170 respondents. These included 4 managers, 50 human resource management personnel, 56 welfare personnel, as well as 60 operations personnel in Viettel Group limited in Bujumbura, Burundi. The sample size was determined using the Slovene’s (1960) sample determination formula as follows:

$$n = \frac{N}{1 + Ne^2} \dots\dots\dots (3.1)$$

- Where: n – sample size
- N – Population
- e – margin of error (0.05)

$$n = \frac{N}{(1+Ne^2)}$$

$$n = 296 \div [1+(296 \times 0.05^2)]$$

$$n = 296 \div [1+(296 \times 0.0025)]$$

$$n = 296 \div [1+0.74]$$

$$n = 296 \div 1.74$$

$$n = 170.11$$

**Therefore the Sample size (n) = 170 respondents**

**Table 1: Sample Selection**

Category	Target	Sample	Sampling technique
Managers	4	4	Stratified/simple random
HRM Personnel	82	50	Stratified/simple random
Welfare Personnel	100	56	Stratified/simple random
Operations Personnel	110	60	Stratified/simple random
<b>Total</b>	<b>296</b>	<b>170</b>	

Source: Primary Data, 2018

### **3.4 Sampling Procedure**

Stratified and simple random sampling methods were applied in selecting the research sample. The method recognizes the existence of strata with distinct characteristics in the target population. Stratified sampling method ensures the sample is a representative of the population by ensuring that data is collected from each stratum (Mugenda & Mugenda, 2003). The strata in this study included the people from four different departments which will form the strata. The researcher used simple random sampling method to draw a sample from each of the 4 categories of people.

### **3.5 Data Sources**

Data was obtained from both primary and secondary sources. Primary sources of data included information from the responses of the respondents obtained through the use of

questionnaires and interviews whereas the secondary data was raised from journals and articles.

### **Primary Data**

Primary source of data collection were the original and first hand information which has not existed before. This involved interviewing and use of questionnaires to get the first hand information from the respondents.

### **Secondary Data**

Secondary data refers to re-analyzing data that has already been collected for some other purposes other than the one at hand. The data in literature review was mostly obtained from this source such as text books, and internet.

## **3.6 Research Instruments**

### **3.6.1 Questionnaires**

These are questions relating to the topic of study. The questionnaires were preferred because of their ability to reach a large number of respondents within a short time and to elicit personal ideas from the respondents due to openness of some questions. Also, questionnaires compared with other data collection techniques are less costly to administer as supervision or follow up of respondents may not be required (Mugenda&Mugenda, 2003). The questionnaires were administered to each of the respondents. The researcher engaged research assistants to administer the questionnaires as majority of the beneficiaries could not read and write.

## **3.7 Validity and Reliability of Instruments**

This section describes how the measurement of the instruments was done to establish the validity and reliability of the instruments.

### **3.7.1 Validity**

In order to test the validity of the instruments, the researcher availed the questionnaire to two experts to check each item for language, clarity, relevance, and comprehensiveness of the content. The items were rated as follows:

- 3 – Very relevant
- 2 – Quite relevant
- 1 – Somewhat relevant

The researcher put the items in 2 groups, with category 1 in one group and the other 2 and 3 in the other group. The researcher then calculate the Content Validity Index (CVI) using the formula below:

$$\text{CVI} = \frac{\text{Items rated as very relevant and relevant (2 and 3)}}{\text{Total number of items}}$$

For the instrument to be valid, the CVI had to fall within the accepted statistical range of 0.7 to 1.

$$\text{CVI} = \frac{13}{17}$$

$$\text{CVI} = 0.7647$$

The validity score is **0.76**, indicating that the instruments would produce valid data.

### 3.7.2 Reliability

To establish the reliability of the instruments, the researcher conducted a pilot study using 10% of the respondents. Using the results of this study, the reliability of the instruments was computed to prove the reliability of instruments with the coefficients within the accepted statistical range of 0.7-1. The reliability was calculated using the Crobach's Alpha Coefficient formula:

$$\rho_{KR20} = \frac{k}{k-1} \left( 1 - \frac{\sum_{j=1}^k p_j q_j}{\sigma^2} \right) \dots\dots\dots (3.2)$$

Where:

$k$  = number of questions

$p_j$  = number of people in the sample who answered question  $j$  correctly

$q_j$  = number of people in the sample who didn't answer question  $j$  correctly

$\sigma^2$  = variance of the total scores of all the people taking the test =  $\text{VARP}(R1)$  where  $R1$  = array containing the total scores of all the people taking the test.

Values range from 0 to 1. A high value indicates reliability, while too high a value (in excess of .90) indicates a homogeneous test.

$$\begin{aligned} \text{Reliability } (P_{KR20}) &= 17 \div 16(0.7) \\ &= 0.74375 \end{aligned}$$

Therefore reliability is **0.74**, indicating that the instrument was reliable

### **3.8 Data Collection Procedure**

Before data collection, the researcher obtained an introductory letter from the College of Humanities and Social Sciences, Kampala International University, which he presented to the authorities in the field. The researcher made an assessment of the weather conditions, physical locations and linguistic characteristics in the study area so as to determine the best methods to use as well as preparing questionnaires and interview guide.

During data collection, the researcher made appointment schedules with all the respondents so as to enable him meet all respondents at the scheduled time. This helped the researcher to keep time and ensured the convenience of respondents.

After data collection, the data obtained from the field was systematically arranged, coded and errors omitted, in preparation for presentation, analysis and presentation.

### **3.9 Data Analysis**

The collected data was coded and organized to reduce it into manageable summaries. The coded data was then entered into SPSS ver. 20 for analysis. Descriptive statistics such as frequencies, means, standard deviation and percentages were used to analyze the bio data of the respondents. Multiple regression was used to establish the effect of human resource practices on employee commitment. The hypothesis was tested using the p-value, the decision rule was to reject the null hypothesis if the p-value is less than 0.05 and to accept otherwise.



### **3.10 Ethical Consideration**

This involved seeking permission by the researcher from the relevant authorities. The researcher obtained an introductory letter from the Head of Department, which he presented to authorities in the field, requesting them to grant him permission to conduct research. Permission was also sought from the relevant local authorities with respect to the respondents' views.

It also involved explaining to the respondents the purpose of the study. Respondents were assured that the information obtained from them would be treated as highly confidential and used for academic purposes only.

The researcher ensured that he used only those techniques for which he was qualified by education, training and experience. Whenever in doubt, the researcher would seek clarification from the research community especially the immediate supervisor and research colleagues.

The researcher ensured that data was interpreted according to general methodological standard and also ensured that elements that were irrelevant to data interpretation were excluded from the report.

The researcher kept all the information given to him very confidential and used it only for purposes indicated as the general objective of the study.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.0 Introduction

This chapter is a presentation of the findings from the data collected, analyzed and interpreted in relation to the objectives of the study. The results are presented in frequencies, percentage means and standard deviation using tables and figures.

#### 4.1 Respondents Response Rate

The study applied questionnaires and interviews as the main instruments of data collection. The research targeted 170 respondents, including 4 managers, 50 human resource management personnel, 56 welfare personnel, as well as 60 operations personnel in Viettel Group limited in Bujumbura, Burundi. Since the 4 managers were used as key informants, 166 questionnaires were distributed and 149 of them were filled and returned, which represented an 89.7% response rate. According to Mugenda & Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60 % is good and a response rate of 70% and over is excellent. The response rate from the questionnaires was therefore excellent when compared to the recommended response rates.

#### 4.2 Demographic Characteristics of the Respondents

The study explored the respondents' demographic characteristics, including their age, gender and education levels. The information on this is presented as follows:

##### 4.2.1 Respondents' Gender

The study sought to establish the gender of the respondents involved in eth study. The information on this is presented in the table 4.1 as follows:

**Table 4.2: Respondents' Gender**

Gender	Frequency	Percentage
Male	94	55.3
Female	76	44.7
<b>Total</b>	<b>170</b>	<b>100</b>

**Source:** *Field Data, 2018*

The information presented in table 4.1 above revealed that regarding the gender of respondents, 55.3% of them were male while 44.7% of them were female. This is reflective of the gender setup in formal employment in Burundi where there are more men employed formally than women.

#### 4.2.2 Respondents' Age

The study sought to establish the age categories of the respondents involved in eth study. The information on this is presented in the table 4.2 as follows:

**Table 4.3: Respondents' Age**

Age category	Frequency	Percentage
21 – 34 years	80	47%
35 – 44 years	49	28.8%
45 – 54 years	27	15.9%
55 years and above	14	8.2%
<b>Total</b>	<b>170</b>	<b>100</b>

**Source:** *Field Data, 2018*

The information presented in table 4.2 above revealed that regarding the age categories of respondents, 47% of them were aged 21 – 34 years old, 28.8% of them were aged 35 – 44 years old, 15.9% of them were aged 45 – 54 years old, and 8.2% of them were aged 55 years and above. This was a true reflection of the population age structure of the country, where the majority of the population are children under the age of 16 years, followed by early working age (21 – 24 years old), and those above 55 years old making up only 3.4%, according to the CIA World Factbook, as of January 2018.

#### 4.2.3 Respondents' Education Levels

The study sought to establish the education levels of the respondents involved in eth study. The information on this is presented in the table 4.3 as follows:

**Table 4.4: Respondents' Education levels**

<b>Education level</b>	<b>Frequency</b>	<b>Percentage</b>
Ph.D	2	1.2%
Master's degree	67	39.4%
Bachelor's degree	94	55.3%
Diploma	7	4.1%
<b>Total</b>	<b>170</b>	<b>100</b>

**Source:** *Field Data, 2018*

The information presented in table 4.3 above revealed that regarding the respondents' education levels, 1.2% of them had PhD level education, 39.4% of them had Master's degree level education, and 55.3% of them had Bachelor's degree level education, and 4.1% of them had Diploma level education. This implied that the pool of respondents were highly educated and knowledgeable, this in a country with an 88.2% literacy among the adult population, is a true reflection of the population's education levels.

#### **4.2.4 Type of Employment Contracts**

The study sought to establish the types of employment contracts that the respondents involved in the study were working under. The information on this is presented in the table 4.4 as follows:

**Table 4.5: Type of Employment Contract**

<b>Contract type</b>	<b>Frequency</b>	<b>Percentage</b>
Permanent	42	24.7%
Short-term	128	75.3%
<b>Total</b>	<b>170</b>	<b>100</b>

**Source:** *Field Data, 2018*

The information presented in table 4.4 above revealed that regarding the types of contracts under which the employees are contracted, 24.7% of the respondents were under permanent contracts while 75.3% of them were under short-term renewable contracts. This implied that much as the organization values job security for its employees, it also needs

them to demonstrate their desire to remain with the organization, thereby leaving some employees on short-term contracts which are renewable subject to excellent performance.

#### 4.2.5 Number of Years on the Job

The study sought to establish the number of year that the respondents involved in the study had spent on the job. The information on this is presented in the table 4.5 as follows:

**Table 4.6: Numbers of Years with the Organization**

Number of years	Frequency	Percentage
1 – 2 years	32	18.8%
2 – 3 years	58	34.1%
Over three years	80	47%
<b>Total</b>	<b>170</b>	<b>100</b>

**Source:** *Field Data, 2018*

The information presented in table 4.5 above revealed that regarding the number of years that respondents have been working with the organization, 18.8% of the respondents had been with the organization for a period of 1 – 2 years, 34.1% of them had been with the organization for 2 – 3 years, and 47% of them had been with the organization for more than three years. This implied that Viettel Group values and therefore inspires employee commitment, given that the number of employees who have stayed longer with the organization are more than those who have just started.

#### 4.3 Recruitment and Selection Procedures

The study sought to find out whether the procedures for employee recruitment and selection had any effect on employee commitment within the Viettel Group in Bujumbura, Burundi. The information on this is presented in table 4.6 as follows:

**Table 4.7: Recruitment and Selection Procedures at Viettel Group, Burundi**

<b>Recruitment and selection</b>	<b>Mean</b>	<b>Std. Dev</b>
I was well informed about my job before being employed during the recruitment process	4.64	.688
I was informed of both positive and negative aspects of the job before being employed	4.49	.631
All information I received at the recruitment process about the job is accurate	4.56	.757
The recruitment and selection process was impartial and candidates were recruited on merit	4.13	.612
Qualifications and experience were considered in selecting the best suited candidates for recruitment	4.89	.821
<b>Average Scores</b>	<b>4.54</b>	<b>.697</b>

**Source:** *Field Data, 2018*

The information presented in table 4.6 above shows the results from SPSS analysis on the recruitment and selection procedures and how they affect employee commitment. On this, employees agreed that they were well informed about the jobs before being employed during the recruitment process, with a mean of 4.64 and standard deviation of 0.688. Respondents also agreed that they were informed of both positive and negative aspects of the job before being employed, with a mean score of 4.49 and standard deviation of 0.631. Respondents also agreed that all the information they received at the recruitment process about the job was accurate, with a mean score of 4.56 and standard deviation of 0.757. Respondents also agreed that the recruitment process was impartial and candidates were recruited on merit, with a mean score of 4.13 and standard deviation of 0.612. Respondents also agreed that qualifications and experience were considered in selecting the best suited candidates for recruitment, with a mean score of 4.89 and standard deviation of 0.821. With an average mean score of 4.54 and standard deviation of .697, the results implied that majority of respondents believed that the procedures for employee recruitment and selection have an effect on employee commitment since majority of employees believed that they were given a fair chance of being hired and that they earned their place within the organization.

#### 4.4 Training and Development Processes and Employee Commitment

The study sought to find out the processes used in training and development and whether these affect employee commitment within the Viettel Group in Bujumbura, Burundi. The information on this is presented in table 4.7 as follows:

**Table 4.8: Training and Development Processes at Viettel Group, Burundi**

<b>Training and Development</b>	<b>Mean</b>	<b>Std. Dev</b>
The company has various opportunities for training all new and old employees	3.98	.511
Training courses are organized and conducted annually for all employees.	4.60	.534
The organization aims at developing their employees through skilling and training	4.27	.632
When hiring senior staff, every qualified staff has a chance of being promoted and therefore trained for new tasks	4.79	.692
The organization ensures that training/development processes are indiscriminate and available to all staff	3.95	.510
<b>Average Scores</b>	<b>4.32</b>	<b>.575</b>

**Source:** *Field Data, 2018*

The information presented in table 4.8 above shows the results from SPSS analysis on the training and development processes and how they affect employee commitment. On this, employees agreed that there are various opportunities for training within the organization, with a mean of 3.98 and standard deviation of 0.511. Respondents also agreed that training courses are organized and conducted whenever skills gaps are identified, with a mean score of 4.60 and standard deviation of 0.534. Respondents also agreed that the organization aims at developing its employees through skilling and training, with a mean score of 4.27 and standard deviation of 0.63. Respondents also agreed that when hiring senior staff, every qualified staff has a chance of being promoted and hence trained for new tasks, with a mean score of 4.79 and standard deviation of 0.692. Respondents also agreed that the organization ensures that training/development processes are indiscriminate and available

to all staff, with a mean score of 3.95 and standard deviation of 0.510. With an average mean score of 4.32 and standard deviation of .575, the results implied that majority of respondents believed that the employee training and development processes are deemed as fair and therefore have a positive effect on employee commitment, since all employees believe that they will get their chance at advancing within the organization’s hierarchy.

#### 4.5 Compensation/Rewards and Employee Commitment

The study sought to find out the compensation and rewards policy in place within the organization and whether these affect employee commitment within the Viettel Group in Bujumbura, Burundi. The information on this is presented in table 4.8 as follows:

**Table 4.9: Compensation/Rewards at Viettel Group, Burundi**

Compensation/rewards	Mean	Std. Dev
The organization has annual and quarterly benefits for all its employees	4.61	.578
All employees in the organization are provided compensation based on tasks assigned	4.67	.652
The organization further provides intrinsic and extrinsic rewards for top management	4.42	.546
There are monthly based rewards for all committed employees in the organization	4.39	.596
The employee’s monthly wages and salaries are provided in time.	4.66	.608
<b>Average Scores</b>	<b>4.55</b>	<b>.596</b>

**Source:** *Field Data, 2018*

The information presented in table 4.9 above shows the results from SPSS analysis on compensation and rewards and whether they affect employee commitment. On this, employees agreed that the organization has annual and quarterly benefits for all its employees, with a mean of 4.61 and standard deviation of 0.578. Respondents also agreed that all employees in the organization are provided compensation based on tasks assigned, with a mean score of 4.67 and standard deviation of 0.652. Respondents also agreed that the organization further provides intrinsic and extrinsic rewards for top management, with a mean score of 4.42 and standard deviation of 0.546. Respondents also agreed that there



are monthly based rewards for all committed employees in the organization, with a mean score of 4.39 and standard deviation of 0.596. Respondents also agreed that the employee’s monthly wages and salaries are provided in time, with a mean score of 4.66 and standard deviation of 0.608. With an average mean score of 4.55 and standard deviation of .596, the results implied that majority of respondents believed that the compensation and rewards management in the organization was sufficient enough for their commitment. This increased the employees’ belief that the organization is concerned about their commitment to the organization because it also cares about them and their wellbeing.

#### 4.6 Employee Commitment

The study also sought to find out the level of employee commitment (affective, continuance and normative) within the Viettel Group in Bujumbura, Burundi. The information on this is presented in table 4.10 as follows:

**Table 4.10: Employee Commitment**

<b>Affective Commitment</b>	<b>Mean</b>	<b>Std. Dev</b>
I enjoy endorsing my organization to other people	4.33	.549
I feel emotionally attached to this organization	4.19	.426
I would be very happy to spend the rest of my career with this organization	3.86	.474
I feel obliged to work with the existing team and management on a daily basis	3.14	.411
I am pleased to be part of the organization’s objectives and mission	2.58	.498
<b>Average Scores</b>	<b>18.1</b>	<b>2.358</b>
<b>Continuance Commitment</b>		
If I got another job offer for a better job elsewhere I would not feel it was right to leave my organization	4.94	.751
Jumping from one organization to another does not seem at all ethical to me.	4.36	.591
I believe in the value of remaining loyal to one’s organization	4.66	.612
The organization feels like another home for me and my co-workers	3.18	.562
The organization caters for my safety and wellbeing away and at work	2.71	.555

	<b>Average Scores</b>	<b>19.85</b>	<b>3.071</b>
<b>Normative Commitment</b>			
I would feel guilty if I left my organization now	4.53		.565
I would not leave my organization right now because I have a sense of obligation to the organization	4.62		.598
This organization deserves my loyalty	4.40		.584
The organization annually appreciates my contributions	2.37		.547
The organization endorses all set ideas and opinions from all team leaders	1.92		.305
	<b>Average Scores</b>	<b>17.84</b>	<b>2.599</b>

**Source:** *Field Data, 2018*

The information presented in table 4.10 above shows the results from SPSS analysis on the three types of employee commitment within the Viettel Group in Bujumbura, Burundi. On affective commitment, employees asserted that they enjoy endorsing the organization to other people, with a mean of 4.33 and standard deviation of 0.549. Respondents also asserted that they feel emotionally attached to the organization, with a mean score of 4.19 and standard deviation of 0.426. Respondents also asserted that they would be very happy to spend the rest of their career with this organization, with a mean score of 3.86 and standard deviation of 0.474. With an average mean score of 4.12 and standard deviation of .483, the results implied that employees were affectively committed to the organization.

On continuance commitment, employees asserted that if they got other offers for a better jobs elsewhere, they would not feel it right to leave the organization, with a mean of 4.94 and standard deviation of 0.751. Respondents also asserted that moving from one organization to another does not seem ethical, with a mean score of 4.36 and standard deviation of 0.591. Respondents also asserted that they believe in the value of remaining loyal to one's organization, with a mean score of 4.66 and standard deviation of 0.612. With an average mean score of 4.65 and standard deviation of .651, the results implied that there was a high level of continuance commitment within the Viettel Group in Bujumbura, Burundi.

On normative commitment, employees asserted that the desire to leave the organization is negated by the potential feeling of guilt, with a mean of 4.53 and standard deviation of 0.565. Respondents also asserted that they would not leave the organization at the moment because they feel a sense of obligation to the organization, with a mean score of 4.36 and standard deviation of 0.591. Respondents also asserted that they cannot leave the organization because they feel that the organization deserves their loyalty, with a mean score of 4.40 and standard deviation of 0.584. With an average mean score of 4.51 and standard deviation of .582, the results implied that there was some level of normative commitment within the Viettel Group in Bujumbura, Burundi.

## 4.7 Regression Analysis

### 4.7.1 Objective one; Effect of Employee Recruitment and Selection on Employee Commitment in the Viettel Group in Bujumbura, Burundi

This objective intended to examine the effect of recruitment and selection on employee commitment in Viettel Group in Bujumbura Burundi, a single linear regression was used to analyze and fulfill this objective;

**Table 4.1: Effect of recruitment and selection on employee commitment**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.635 <sup>a</sup>	.405	.391	.35271

a. Predictors: (Constant), recruitment and selection

#### ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.224	1	4.224	31.345	.000 <sup>a</sup>
	Residual	6.513	46	.803		
	Total	10.437	47			

a. Predictors: (Constant), recruitment and selection

b. Dependent Variable: Employee Commitment

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.206	.226		5.269	.000
	recruitment and selection	.471	.083	.631	7.460	.000

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.635 <sup>a</sup>	.405	.391	.35271

a. Dependent Variable: Employee commitment

Regression analysis results in the Model Summary table revealed that recruitment and selection account for 40.5% on employee commitment in this was indicated by r-squared of 0.405 implying that to small extent training as a system of employee development contributes to employee commitment in Burundi.

The ANOVA table indicated that recruitment and selection as a system of HRM significantly affects the employee commitment and this was indicated by the F value=31.345and Sig-value=.000, since the sig. value (0.000) was less than 0.05 which is the maximum level of significance required to declare a significant effect. This implies that recruitment and selection as a system of HRM highly contributes to the employee commitment in Burundi.

The coefficients table indicated that considering the standard error, recruitment and selection significantly influences the employee commitment (Beta .471, Sig=000). Giving that the Sig-Value (0.000) is less than 0.05, the null hypothesis is rejected.

### Decision on Hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0. 000).

**4.7.2 Objective two; Effect of Compensation and Benefits on Employee Commitment in the Viettel Group in Bujumbura, Burundi**

This objective intended to ascertain the effect of compensation and benefits on employee commitment in the Viettel Group in Bujumbura, Burundi, single linear regression was used to analyze and fulfill this objective;

**Table 4.2: Results on effect of compensation and benefits on employee commitment in the Viettel Group in Bujumbura, Burundi**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569 <sup>a</sup>	.318	.313	.37723

a. Predictors: (Constant), compensation and benefits

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.461	1	3.361	22.337	.000 <sup>a</sup>
	Residual	6.912	46	.133		
	Total	10.437	47			

a. Predictors: (Constant), compensation and benefits

b. Dependent Variable: Employee Commitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.511	.212		6.378	.000
	compensation and benefits	.377	.079	.461	4.512	.000

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569 <sup>a</sup>	.318	.313	.37723

a. Dependent Variable: Employee Commitment

Regression analysis results in the Model Summary table indicated that compensation and benefits accounted for 31.8% on employee commitment in Burundi and this was indicated by R-squared of .318 implying that compensation and benefits as a system of HRM significantly contributes 31.8% on the employee commitment in Burundi.

The ANOVA table indicated that compensation and benefits significantly affects employee commitment and this was indicated by the F-value=22.337 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that compensation and benefits as a system of HRM highly affects employee commitment in Burundi.

The coefficients table indicated that considering the standard error, compensation and benefits significantly influences the employee commitment (Beta .471, Sig=.000). Giving that the Sig-Value(0.000) is less than 0.05, the null hypothesis is rejected.

#### Decision on Hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000). Therefore the null hypothesis was accepted and the alternative rejected.

#### 4.7.3 Objective three; Effect of Training and Development on Employee Commitment in the Viettel Group Bujumbura, Burundi.

This objective established the effect of training and development on employee commitment in the Viettel Group Bujumbura, Burundi, a single linear regression was used to analyze and fulfill this objective;

**Table 4.3: Effect of training and development on employee commitment in the Viettel Group Bujumbura, Burundi.**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 <sup>a</sup>	.399	.391	.35975

a. Predictors: (Constant), training and development

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.291	1	4.291	32.108	.000 <sup>a</sup>
	Residual	6.165	46	.131		
	Total	10.457	47			

a. Predictors: (Constant), training and development

b. Dependent Variable: Employee Commitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.196	.235		5.365	.000
	Training and development	.412	.76	.631	5.452	.000

a. Dependent Variable: employee commitment

Regression analysis results in the Model Summary table revealed that training and development accounted for 39.9% on employee commitment was indicated by r-squared of



.399 implying that training and development as a strategy of HRM contribute to employee commitment in Burundi.

The ANOVA table indicated that training and development as a strategy of HRM significantly affects employee commitment in Burundi and this was indicated by the F-value=32.108 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 which is the maximum level of significance required to declare a significant effect. This implies that training and development as a strategy of HRM highly contributes to employee commitment in Burundi.

The coefficients table indicated that considering the standard error, training and development significantly influences the employee commitment in Burundi (B=0.412, Sig=0.000). Given that the p-value (0.000) is less than 0.05, the null hypothesis is rejected.

### **Decision on Hypothesis**

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

#### 4.8 Multiple Regression of the variables

**Table 4.4: Regression analysis of the variables**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 <sup>a</sup>	.544	.529	.34179

a. Predictors: (Constant), employee recruitment and selection, compensation and benefits and Training and development

##### ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.987	3	8.996	28.503	.000 <sup>a</sup>
	Residual	33.770	107	.316		
	Total	60.757	110			

a. Predictors: (Constant), employee recruitment and selection, compensation and benefits and Training and development

b. Dependent Variable: Employee commitment

##### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.571	.212		2.698	.004
	Employee recruitment and selection	.339	.078	.337	3.942	.000
	Compensation and benefits	.301	.086	.335	3.841	.000
	Training and development	.246	.088	.244	2.663	.001

a. Dependent Variable: Employees commitment

The Multiple regression analysis results in the Model Summary table revealed that HRM practices accounted for 54.4% on employee commitment indicated by r-squared of 0.544 implying that HRM practices contribute to employee commitment in Burundi.

The ANOVA table indicated that HRM practices significantly affects employee commitment in Viettel Group, Bujumbura Burundi and this was indicated by the F-value=28.503 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 which is the maximum level of significance required to declare a significant effect. This implies that HRM practices highly contribute to employee commitment in the organization.

The coefficients table indicated that considering the standard error, HRM practices such as employee recruitment and selection, compensation and benefits and Training and development remain constant at 30.571. A Unit increase in recruitment would lead to an increase in employee commitment by factor of 0.339 at 0.000, A Unit increase in benefits would lead to an increase in employee commitment by factor of 0.301 at 0.000, A Unit increase in training would lead to an increase in employee commitment by factor of 0.246 at 0.001 in Burundi. Therefore, training account as for the biggest influence and a positive change on employee performance in Burundi (B=.337,Sig=0.000).

Based on the finding the Null-hypothesis was rejected and concluded that the there is significant effect of employee development on employee performance since the significant value less than 0.05.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter is a presentation of the discussion of the findings of the study, the conclusions made in the study as well as the recommendations for further action and the suggestions for further research on the related area.

#### **5.2 Discussion of Findings**

##### **5.2.1 Discussion of Findings on the Effect of Recruitment and Selection Procedures on Employee Commitment**

The findings of the study on the effect of recruitment and selection procedures on employee commitment, revealed that majority of the respondents said that they were well informed about the jobs before being employed during the recruitment process, that they were informed of both positive and negative aspects of the job before being employed, that all the information they received at the recruitment process about the job was accurate, that the recruitment process was impartial and candidates were recruited on merit, and that qualifications and experience were considered in selecting the best suited candidates for recruitment. With average mean and standard deviation scores of 4.54 and .697 respectively, the results imply that respondents strongly agreed that employee recruitment and selection procedures have a positive and significant effect on employee commitment in the Viettel Group in Bujumbura, Burundi.

These findings are supported by those of Al-Hawary & Shdefat, (2016) who said that the processes of recruitment and selection are closely interconnected and both aim towards attracting, evaluating, selecting and hiring an employee that is most suitable for the available position at hand and the organization and team in general Foot & Hook (2011) added that in case of an organization offering a permanent contract, signifying a contract without a set ending date, it is in their best interest that the selected candidate works for them long-term and without imminent plans of resignation, and that the objectives on the organization's behalf from the beginning of the recruitment process work towards the candidate being able to make an informed decision, both in regards to whether they are a

suitable candidate for the job and if the job and organization in question are the right choice for them as well. Armstrong (2006) also supported this, saying that the affectivity of the recruitment process can be adapted based on the values of the organization in order to maximize the results of connecting the right people to the right requirements of the organization and the particular job in question. McGrath and Hammontree (2016) also weight in by saying that the more specific the recruitment process is, the more detailed the end results are in terms of evaluating applicants. Communication is key in keeping all participants informed in equal measure, and one of the most initial moments of communication between an organization and a potential employee, after the existence of brand knowledge, is a job description.

### **5.2.2 Discussion of Findings on the Effect of Training and Development Processes on Employee Commitment**

The findings of the study on the effect of training and development processes on employee commitment, revealed that respondents said that there are various opportunities for training within the organization, that training courses are organized and conducted whenever skills gaps are identified, that the organization prioritizes internal recruitment when hiring senior staff, that when hiring senior staff, every qualified staff has a chance of being promoted, and that the organization ensures that training/development processes are indiscriminate and available to all staff. With average mean and standard deviation scores of 4.32 and .575 respectively, the results imply that respondents agreed that employee training and development processes have a positive and significant effect on employee commitment in the Viettel Group in Bujumbura, Burundi.

These findings concur with those of Alnaqbi (2011), who found out that on the effect of training in improving employee development and organizational effectiveness, organizations that train and develop their employees have an approximate of 60% chance of keeping the employees for an average of four years, thereby increasing their chances of keeping that employee for even longer. Chacha (2013) also found out that on the perceived relationship between training and development programs and employee retention, employee development programs are instrumental in providing operational guidance to

staff of career related responsibilities and rights, promoting decision-making, developing healthy self-actualization at individual employee levels and improving teamwork and good relationships between staff across different levels, and He, along with Bartlett (2012) concurred that once employees are satisfied with their organizational career path, this influences their intent to stay with their particular organizations.

### **5.2.3 Discussion of Findings on the Effect of Compensation and Rewards on Employee Commitment**

The findings of the study on the effect of workplace health and safety precautions on employee commitment, revealed that respondents said that there are clear compensation and rewards policies in place to ensure employees commitment at work, those findings are advises HR management practice were important to determinant for the organization commitment. Finding were consistent which studied by Geare and Edgar (2005), and which recommendation that it is the quality of practice that count and no quality, they recommending human resource management require into the conduct usual attitudinal view into charge workers response into the present HR management practice and tried to find out who is working and who isn't (Geare and Edgar; 2005).

Moreover, the research investigated on how HRM practices influence organization's people and its performance. In the analysis shown in previous chapter those data indicated that human resource practices have positive relationship with organizational commitment, since selection, reward, information sharing and compensation resulted significant relationships with organizational commitment in telecommunication industry. Hence, based on those analysis compensation is seen to be the practice with the most influence on organizational commitment. In the flowing part, the researcher relates the results gathered from data analysis carried out to the objectives of the research study

### **5.2.4 Discussion of Findings the Level of Employee Commitment**

The findings of the study on the level of employee commitment, revealed that respondents said that they enjoy endorsing the organization to other people, that they feel emotionally attached to the organization, and that they would be very happy to spend the rest of their

career with this organization. With an average mean score of 4.12 and standard deviation of .483, the results implied that there was a high level of affective commitment within the Viettel Group in Bujumbura, Burundi.

On continuance commitment, the respondents said that if they got other offers for a better jobs elsewhere, they would not feel it right to leave the organization, that moving from one organization to another does not seem ethical, and that they believe in the value of remaining loyal to one's organization. With an average mean score of 4.65 and standard deviation of .651, the results implied that there was a very high level of continuance commitment within the Viettel Group in Bujumbura, Burundi.

On normative commitment, respondents said that the desire to leave the organization is negated by the potential feeling of guilt, that they would not leave the organization at the moment because they feel a sense of obligation to the organization, and that they cannot leave the organization because they feel that the organization deserves their loyalty. With an average mean score of 4.51 and standard deviation of .582, the results implied that there was a very high level of normative commitment within the Viettel Group in Bujumbura, Burundi.

These findings are in line with those of Al-Hawary et al (2013), who said that the good human resource management practices in place in Google have made it one of the greatest companies to work for and enabled them to retain their best talents. Porter & Steers (2003) argue that human resource management practice play an essential part in influencing employee's intensity of commitment and their intention to stay with the organization. Therefore it is important to understand which human resource management practices are important in the day to day running of a firm and how these specific practices influence employee commitment as it is all about developing the skills and knowledge, retaining and boosting staff morale by effectively promoting job satisfaction in the workplace.

### **5.3 Conclusion**

From the findings of the study presented in the previous chapter and summarized above, it is concluded that when there are proper and impartial procedures for employee recruitment and selection, the employees that come through that process get the feeling that they have earned their place in the organization and this increases their commitment to the organization that gave them a fair chance at employment. It does create a sense of self-worth among those employees, and this increases their eagerness to prove themselves within the organization.

It is also concluded that the training and development processes that employees are exposed to also have an effect on their commitment to the organization. This is because when employees perceive the existing training and development processes within the organization as sufficient enough to facilitate their desired career path, they will be committed to the organization and vice versa.

It is further concluded that the existence of sufficient health and safety measures also improve the quality of working environment and enhance employee productivity, thereby influencing the employee to commit their long term future to the organization. This is because of the comfort that employees feel working in a safe and healthy environment.

### **5.4 Recommendations**

From the findings presented above, the study made the following recommendations:

#### **5.4.1 The Effect of Recruitment and Selection Procedures on Employee Commitment**

On the effect of employee recruitment and selection procedures on employee commitment, the organization should orientate the new employees on the organizational culture within the organization, as well as the future goals of the organization. This will help align the energies of the new employees towards helping the organization to strengthen its organizational culture and set it in the direction towards achieving its long term goals. In so doing, the new employees will gradually be investing themselves in the organization, and this will increase their level of commitment to the organization.



#### **5.4.2 The Effect of Training and Development Processes on Employee Commitment**

On the effect of employee training and development processes on employee commitment, the organization should institute and maintain an open and transparent sourcing of skills and expertise within the organization so that everybody with the requisite skills will have equal consideration. The organization should also put in place mechanisms to ensure that every employee has an equal chance for selection when sourcing employees to be trained in new skills. This will help all employees to know that they will have a fair chance of developing their professional skills and advancing through their career, and this will enhance their commitment to the organization that offers such opportunities.

#### **5.4.3 The Effect of Compensation and Rewards on Employee Commitment**

On the effect of workplace health and safety on employee commitment, the organization should acquire the services of HR experts to help design a workplace environment that maximizes safety, health, comfort and innovativeness. The organization should also maintain open and effective communication within its management so as to encourage employees to voice their ideas and opinions on the areas that require improvements. This will increase morale and enjoyment at work, improve productivity and also ensure that employees are invested in the organization, thereby increasing their commitment to the organization.

#### **5.5 Suggestions for Further Research**

The study recommends further investigation into the most impactful HRM practices. There are numerous practices that are instrumental for effective human resource management. Therefore more research should be directed at examining which of these have the biggest impact in as far as enhancing the commitment of employees is concerned. This would be important in ensuring that the most impactful HRM practices are emphasized for maximum results.

#### **5.6 Contribution to Knowledge**

The study has revealed that in order to realize employee commitment, there is need for the organization to clearly demonstrate that it has the employees needs and desires at the heart

of its operations, right from recruitment, career development and the design of the workplace environment. Review of literature revealed that previous studies on HRM practices focused on rewards, since it's perceived that this is one of the key drivers of commitment among employees, because of the belief that when employees' financial needs are met, they will be committed. To future researcher who wish to further explore issues related to HRM practices and commitment among employees, this study will be of crucial value in guiding a holistic view of human resource management practice as a whole.

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## APPENDIX I: QUESTIONNAIRE

Dear Respondent,

This questionnaire is intended to collect data for a study on “Human resource management practices and employee commitment in private organizations in Bujumbura, Burundi”. The study will be used for purely academic purposes. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire. *Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

### Section A: Background Information

#### 1. Gender

Male [ ]

Female [ ]

#### 2. Age category

21 – 34 years [ ]

35 – 44 years [ ]

45 – 54 years [ ]

Over 55 years [ ]

#### 3. Education level

PhD [ ]

Master’s degree [ ]

Bachelor’s degree [ ]

Diploma [ ]

Other, please specify.....

#### 4. What type of employment contract are you working under?

Permanent [ ]

Short-term contract [ ]

5. How long have you worked in this company?

Less than 1 year [ ]

1 – 2 years [ ]

2 – 3 years [ ]

Over three years [ ]

**Section B: Effect of recruitment and selection on employee commitment**

6. Please rate the following aspects of human resource management practices using the Likert scale: 1= strongly disagree, 2= disagree 3 = moderately agree, 4 Agree and 5 = strongly Agree.

<b>Recruitment and selection</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I was well informed about my job before being employed during the recruitment process					
I was informed of both positive and negative aspects of the job before being employed					
All the information I received at the recruitment process about the job is accurate					
The recruitment process was impartial and candidates were recruited on merit					
Qualifications and experience were considered in selecting the best suited candidates for recruitment					

**Section C: Effect of Training and development on employee commitment**

6. Please rate the following aspects of human resource management practices using the Likert scale: 1= strongly disagree, 2= disagree 3 = moderately agree, 4 Agree and 5 = strongly Agree.

<b>Training and development</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The company has various opportunities for training all new and old employees					
Training courses are organized and conducted annually for all employees.					

The organization aims at developing their employees through skilling and training					
When hiring senior staff, every qualified staff has a chance of being promoted and therefore trained for new tasks					
The organization ensures that training/development processes are indiscriminate and available to all staff					

**Section D: Effect of occupational health and safety on employee commitment**

6. Please rate the following aspects of human resource management practices using the Likert scale: 1= strongly disagree, 2= disagree 3 = moderately agree, 4 Agree and 5 = strongly Agree.

<b>Compensation/rewards</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization has annual and quarterly benefits for all its employees					
All employees in the organization are provided compensation based on tasks assigned					
The organization further provides intrinsic and extrinsic rewards for top management					
There are monthly based rewards for all committed employees in the organization					
The employee's monthly wages and salaries are provided in time.					

**Part E: Employee Commitment**

7) Please rate the following aspects of human resource management practices using the Likert scale: 1= strongly disagree, 2= disagree 3 = moderately agree, 4 Agree and 5 = strongly Agree.

<b>Affective commitment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I enjoy endorsing my organization to other people					
I feel emotionally attached to this organization					
I would be very happy to spend the rest of my career with this organization					
<b>Continuous commitment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
If I got another job offer for a better job elsewhere I would not feel it was right to leave my organization					
Jumping from one organization to another does not seem at all ethical to me.					
I believe in the value of remaining loyal to one's organization					
<b>Normative commitment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I would feel guilty if I left my organization now					
I would not leave my organization right now because I have a sense of obligation to the organization					
This organization deserves my loyalty					

**Thank you for your participation!**

**APPENDIX II: Interview Guide**

1. How long have you worked with this organization?
2. In which department are you working?
3. How does employee recruitment and selection affect employee commitment in your organization?
4. What is your opinion about the effect of employee career development on their commitment to your organization?
5. What effect does employee health and safety management have on their commitment to the organization?



### APPENDIX III: Target Population

<b>Category</b>	<b>Target</b>
Departmental managers	4
HRM department personnel	82
Welfare department personnel	100
Operations department personnel	110
<b>Total</b>	<b>296</b>

**APPENDIX IV: TABLE DETERMINING SAMPLE SIZE**

**TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20140	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2014	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size.