

The Effect of Human Resource Management Practices on Employee Commitment in the Telecommunication Industry in Rwanda

By

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Abstract

This study investigates the impact of Human Resource Management (HRM) practices on employee commitment in Rwanda's telecommunication industry. Specifically, it assesses how employee resourcing, training and development, rewards systems, and career management influence employee commitment. Grounded in the Intellectual Capital Theory, Human Relations Theory, Resource-Based View (RBV), and Learning Organization Theory, the research adopts a mixed-methods approach. Data were collected from a stratified sample of 103 respondents drawn from four major telecommunications institutions in Rwanda: MTN Rwanda, Airtel Rwanda, VOH Radio, and Trans-Africa Telecommunications. Primary data were gathered using structured and unstructured questionnaires. Quantitative data were analyzed using SPSS Version 22, employing multiple regression analysis and ANOVA for hypothesis testing. Results indicate that HRM practices—employee resourcing, training, rewards, and career management—positively and significantly influence employee commitment. The study concludes that strategic implementation of these practices enhances workforce motivation, satisfaction, and long-term organizational performance. It recommends a comprehensive HRM framework tailored to the Rwandan telecommunication context to foster sustained employee commitment.

1. Introduction

In the contemporary business environment, employee commitment has become a critical determinant of organizational success, particularly in dynamic and competitive sectors such as telecommunications. As the industry experiences rapid technological and structural shifts, Human Resource Management (HRM) practices serve as essential levers for enhancing employee engagement, productivity, and retention (Meyer & Allen, 1997; Armstrong & Taylor, 2020). In Rwanda, the telecommunication sector has witnessed significant growth, but concerns persist over workforce stability and organizational loyalty. This study explores the relationship between HRM practices and employee commitment in four key telecommunications companies in Rwanda.

2. Theoretical Framework

The study is anchored in four complementary theoretical perspectives:

- **Intellectual Capital Theory** emphasizes the role of knowledge assets in organizational success (Edvinsson & Malone, 1997).
- **Human Relations Theory** highlights employee satisfaction and motivation as central to productivity (Mayo, 1933).
- **Resource-Based View (RBV)** suggests that HRM practices constitute strategic resources that can lead to sustained competitive advantage (Barney, 1991).
- **Learning Organization Theory** posits that continuous learning and adaptation are essential for long-term organizational viability (Senge, 1990).

These frameworks collectively inform the analytical lens through which HRM practices are examined.

3. Objectives of the Study

- To examine the effect of employee resourcing on employee commitment.
 - To evaluate the impact of training and development on employee commitment.
 - To assess how reward systems affect employee commitment.
 - To determine the influence of career management on employee commitment.
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4. Methodology

This study used a **mixed-methods research design**. The population consisted of 274 employees from MTN Rwanda, Airtel Rwanda, VOH Radio, and Trans-Africa Telecommunications. A **stratified random sampling technique** was employed to select 103 respondents, ensuring representation across departments and organizational levels.

Data Collection Instruments: Structured and unstructured questionnaires were administered to gather primary data.

Data Analysis: Quantitative data were analyzed using SPSS Version 22. Multiple regression analysis determined the influence of independent variables on employee commitment. ANOVA was used for hypothesis testing at a 95% confidence level ($\alpha = 0.05$). Qualitative data were thematically analyzed.

5. Results and Discussion

The findings indicate a **positive and statistically significant** relationship between all four HRM practices and employee commitment:

- **Employee Resourcing:** Organizations that adopt strategic recruitment and selection processes tend to attract individuals who align with their values and mission, thus enhancing commitment (Kundu & Malhan, 2009).
- **Training and Development:** Continuous capacity-building initiatives significantly improve employee confidence and organizational identification (Jehanzeb & Bashir, 2013).
- **Rewarding Systems:** Fair and transparent compensation practices contribute to higher job satisfaction and commitment (Nguyen et al., 2021).
- **Career Management:** Clear career paths and promotion opportunities cultivate loyalty and reduce turnover (Baruch, 2004).

The combined regression model showed that the four HRM practices explain over 65% of the variance in employee commitment ($R^2 = 0.658$), underscoring their critical role.

6. Conclusion

HRM practices—particularly employee resourcing, training and development, rewards, and career management—significantly affect employee commitment in Rwanda’s telecommunication industry. Implementing a strategic HRM framework tailored to sectoral needs will not only foster employee loyalty but also enhance organizational performance in the face of increasing competition and change.

7. Recommendations

- **Telecommunication firms should adopt strategic recruitment frameworks** to attract and retain talent with cultural and professional alignment.
 - **Regular, need-based training programs** should be implemented to build adaptive and future-ready skills.
 - **Comprehensive reward systems**, including both monetary and non-monetary incentives, must be structured around performance and contribution.
 - **Structured career development programs** should be developed to nurture internal mobility and long-term growth.
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