

**INFLUENCE OF GLOBALIZATION ON EMPLOYEE
RESOURCING STRATEGIES OF INTERNATIONAL
TECHNOLOGICAL FIRMS IN NAIROBI**

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DECLARATION

I declare that the following paper and the information therein is purely my work and have not been used or produced for the achievement of any award in another academic institution

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DEDICATION

This work is my dedication to my family for their immense support.

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I acknowledge with great gratitude the benefaction of life and excellent health from God Almighty who has guided me through this research study and my MBA programme in general.

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ABSTRACT

Employee resourcing is an important human resource component that contributes to any organization's well-being and when well-maintained it gives a firm competitive edge in the market. The rapid growth of international technological firms, the increase of environmental changes and degree of competition, has forced multinational tech organizations across Kenya to increase their aggression in the acquisition of the most competent employees. The movement by Kenyan international tech-firms to strategic management has inspired increasing interest on the relationship between globalization and employee resourcing approaches. The main aim of this research study was to determine the extent of globalization as an influence on employee resourcing strategies among international technological organizations in Nairobi. The study went further into breaking down some of the most significant aspects of employee resourcing, which are; reward management; recruitment and selection and retention strategies which technological firms have embraced as globalization changes how organizations conduct their business operations. The collected data was refined and organized for statistical evaluation and this entailed data coding and quality check to ensure that the researcher got accurate and consistent data. For quantitative data, it was reported with both descriptive (frequency distribution, mean, standard deviation, median and interquartile range) and inferential analysis. This study's conclusion was that it was limited to the influence of globalization on international technological firms with the main focus being employee resourcing strategies within these organizations. Globalization and reward management; globalization and recruitment and selection; globalization and retention strategies and globalization and performance management were the key areas examined in this study. However, these variables were not exhaustive in explaining employee resourcing strategies. Future studies should consider how the attraction of talent impacts on employee resourcing strategies among international technological companies. This study recommends that the human resource department should place emphasis on the recruitment and selection process and work continuously to improve the processes and structures around it as an important employee resourcing strategy.

LIST OF ABBREVIATIONS

HRM	Human Resource Management
ER	Employee Resourcing
HRMIS	Human Resource Management Information systems
ICT	Information Communication Technology

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globalization plays a major role in organizational success through its impact on organizational fitness (Armstrong, 2014). Globalization allows for the transformation of organizations which in turn leads to enhanced success or the inevitable restructuring of affected organizations culminating from increased competition taking place within the industry in which they operate. If organizations can effectively respond to the aforementioned challenges, they would have to implement a transformative approach towards their organizational management as well as human resource strategies and processes, as well as their employee resourcing strategy approaches and implementations. Only those international organizations ready to change their approaches in a manner enabling them to adapt their human resource processes and approaches to the constantly evolving global labor and business market conditions will be able to attract, develop, and retain the desired levels of talent. Such organizations are also highly likely to succeed in the global business environment and maintain high levels of competitiveness as attributes directly associated with the integral aspects of employee resourcing.

This research was anchored by three theories; the resource-based, human capital, and value creation theoretical approaches. From the resource-based theory perspective of organizational and strategic management, the effective utilization of vital but previously under-tapped employee resourcing methods in modern skill pools plays a significant role in achieving competitive advantage (Grant, 2013). Human capital theory according to Scarborough and Elias (2012) suggests that the ability of a company to penetrate new markets depends on its ability to fill its employment needs

with highly skilled workers. Local workers may meet the organization's standards in certain situations. However, in other situations companies in this context may be looking for skilled, previously trained, and experienced employees to fill positions in new overseas locations. Value creation theory as extrapolated by Bontis et al. (1999) presents a compelling argumentative and analytical perspective on the importance of imbuing value to the human aspect of business entity, as well as the collective knowledge, aptitudes and abilities that give the organization its unique characteristics, performance, and reputation.

As a technological firm extends its fundamental operations to a foreign country, its employee resourcing strategies and their impacts extend to the organization's current workers as well as its new employees. In this sense, the human resource department of such an organization would be obliged to increase the support of its current staff as they move to a foreign country to occupy new positions. Assistance with visas, work permits, accommodation or housing, cultural training and language acquisition would be critical in such contexts. Such organizations would also have to acquire and develop new talent (James, 2015). Another significant effect of globalization on organizational employee resourcing strategies is the need to consider cultural differences, both within and outside the workplace. Many enterprises tend to possess unique corporate cultures and operational norms. However, regardless of the organizational environment context, there are always societal and cultural differences between different individuals. Cultural norms within societies significantly affect the workforce and how workers perceive their jobs, especially in relation to the time spent with their families as well as ideas about employment opportunities. Some cultures may place significant focus on gender roles, particularly regarding the role of women in leadership. Being a female in a managerial position is not uncommon in American organizational and socioeconomic

culture. However, in other socioeconomic, sociocultural, and sociological environments, such characteristics may not hold true (Payne, 2017).

1.1.1 The concept of globalization

Nilson (2015) approaches and defines globalization in its ability to refer to varying economic, social, and political phenomena. Organizations exposed to global competition inspire questions regarding their survival, sustainability, and viability. Globalization means that organizations have increased access to global markets, an aspect that leads to enhanced organizational viability if such firms embrace strategic transformation. The predominance of globalization is a result of increased technological progress brought about by the rapid development of powerful, cost-effective technologies such as the Intranet and Internet. Other technologies playing a major role in the contemporary predominance of globalization include enterprise resource planning systems, data warehouse technology, datamart, and analytics.

According to Friedman (2005) globalization encompasses a broad set of converging technologies and political events, the rise of the Internet, the diffusion of modern operating systems like Microsoft Windows, the creation of a global fiber-optic network, as well as the creation of interoperable software applications. These technological advancements and make it easy for people all over the world to work together, resulting in a leveled playing field allowing for fair competition.

The transformation of human resources today shows the rapid changes within businesses due to factors such as globalization. Looking at the global competition within the world, organizational decision making processes have become increasingly intricate. This has resulted in the widening of the existing talent pool especially when it comes to the acquisition of excellent permanent and marginally flexible workers by the new global

world. Currently, the overall increase in the global nature of organizational operations and business activities places new demands on optimal organizational performance and employee resourcing procedures. As a result, the global organization environment is experiencing an increased demand for international assignments in staffing, representation, and control. These individuals act as implementations of developing managers' skills and knowledge. International assignments in the currently growing globalized organizational contexts also act as means of enhancing organisational education and competencies (Leopold *et al*, 2015).

In the face of the currently increasing organizational pressures resulting from global business trends, organizations are constantly being forced to restructure. Information communication technology (ICT) also impacts organizational capability significantly. This influence results from the ability for ICT to potentially enhance organizational effectiveness. According to Nilson (2015), ICT also plays a major role in improving organizational efficiency by effectuating the smooth implementation of the enterprise restructure process. As a result, most companies operating in the global business environment have increased their sensitivity to institutional shareholders and with the direct correlational relationship between ICT growth and globalization; such organizations can achieve more efficient production and distribution standards. Essentially, ICT enables globalized organizations to achieve greater incorporation and production decentralization. Henry (2013) argues that ICT plays a major role in the increasing demand for higher-level skills among staff, while simultaneously reducing the requirements for manual or less technical labor skills.

Upon expanding into trans-border and international business operations, an organization experiences significant impacts on human resource development practices, specifically resulting from the impacts of expansion strategies associated

with adopting globalization-related business processes (Henry 2013). In such cases, the most affected practices mainly involve those associated with employee resourcing strategies. To effectively and efficiently hire, train, retain and support a workforce with different cultural identities and that is spread across multiple countries, firms must implement a diversely broad range of practical changes. Human Resources departments within such organizations must redesign their thinking and approaches in a manner enabling them to include considerations addressing cultural differences, foreign regulations and technological developments. As scholars like Davis (2016) maintain, a major effect of globalization on employee resourcing strategies brings about the need to significantly assess and prioritize cultural differences, both within and away from the workplace. Although most organizations have predefined and ingrained corporate cultures, they also need to take into account the sociocultural differences among people as well. The four main elements of employee resourcing strategies in the context of this paper include; equal opportunities and diversity management, selection and evaluation, exit management and reward management (Payne, 2015). These elements can be employed to meet the challenges of globalization and to promote competitive advantage.

1.1.2 Employee Resourcing strategies

Employee resourcing strategies involve the implementation of a wide range of methods and approaches. These methods are used by employers throughout their organizational resourcing process in a manner enabling them to meet the business' key strategic goals and objectives (Taylor, 2014). The four main aspects of employee resourcing strategies mainly involve staffing. Staffing in this sense involves the recruitment, selection, retention and dismissal of employees, all of which can happen separately or simultaneously throughout the employee resourcing process. Other aspects of this

transformative approach involve the execution of performance appraisals and performance management, policy development-oriented administration, procedural development, documentation and change management.

The consideration and efficient implementation of these components demonstrate the imperative nature of the resourcing function as a change agent. Different levels of agreement exist between what constitutes recruitment and release, and the aspects surrounding the boundaries of the performance management dimension of employee resourcing (Butere, 2015). In most globalized organization instances where employee resourcing is a primary objective, diversity management, equal opportunities, performance management, selection, evaluation, assessment, reward management discussions, and exit management as well as their inclusion thereof are often treated separately (Leopold *et al*, (2015).

When it comes to policy choices in the context of employee resourcing strategies, human resource flows associated with the joining, movement around and exiting from the organization are the main factors with significant impacts and that require increased consideration. The trajectory in which a company opts to design and implement its employee resourcing strategies and human resource flow policies significantly depends upon factors pertinent to its stakeholder assessment process as well as other contextual attributes like the nature of its workforce, management philosophy, technology, and business strategy. Other aspects influencing the design and implementation of employee resourcing strategies within an organization include trade union agendas, the labor market's current characteristics, and the dominant legal regulations and societal values in the environments in which the company operates (Bartlett and Ghoshal, 2014). As an additional argument, Davis (2016) asserts that the

basic assignment of a specific set of tasks to an employee is a key representation of one of the factors attributing to the successful strategizing of employee resourcing.

1.1.3 International Technological Firms in Kenya

Technological firms are organizations that ensure the provision of digital and technical services, products and platforms, as well as platform hardware. Such organizations heavily rely on these products and services as their primary revenue source. Some of these firms provide excellent services, give free company training among other services. These companies understand the need for quality in all their services and solutions and therefore they ensure they stick to that meticulously. Using efficient resources these firms help their clients to get the best modern-day solutions that enable them to secure their place in the competitive market. Most of these firms are in Nairobi since it is otherwise known as the ‘Silicon Valley’ of Kenya. However, they have branches that are aside from other companies that are also located in various towns across the country (Abeti, 2018).

Professionals in human resource management at technological firms and in newly emergent markets like India, and Kenya demonstrated in a recent study that engineering candidates, as well as those aiming to achieve general management positions possess and display wide differences in aspects associated with how suitable an organization is to its business environment or within its industry (Guthridge, Komm, and Lawson, 2018). According to the McKinsey Global Institute, only thirteen to nineteen per cent of thirty three million university graduates in developing countries are qualified enough to work in technological firms, due to lack of language skills, poor quality in the educational system, and the lack of cultural fit. It is also shown that only a fraction of those people are willing or have the ability to relocate to foreign countries for employment (McKinley Global Institute, 2015).

Global organizations are still facing a challenge with their human resource departments in managing a diverse workforce, with varying cultural and language aptitudes and skills and stretched across many countries. It is important that these technological firms not only embrace and understand the local approaches in which business activities are carried out, but also familiarize themselves with the needs of local clients and customers. As organizations in the middle of globalization, technological firms need to understand how to incorporate diverse value systems into their daily activities and adopt universally accepted and understood work values to foster environments where employees can effectively communicate and integrate their activities towards the achievement of predetermined organizational goals. Employee resourcing strategies must engage in the implementation of new roles and the introduction of unique organizational responsibilities associated with the leadership of their business entities through unexplored organizational environments associated with globalized business contexts (Rosenblatt, 2017).

1.2 Research Problem

Increasing levels of globalization coupled with the subsequent promptness of strengthening employee resourcing approaches in organizations, currently constitute a critical part in the achievement and maintenance of high efficiency levels in improving employee performance and human resources. The innovativeness of human resource coupled with the rise of increasingly intelligent self-service tools as contemporary emerging trends in globalized business currently create huge levels of competition among multiple international organizations (Wayne, 2014). Essentially, and as a result of the aforementioned trends organizations are forced to constantly adapt to and effectively respond to the unpredictable nature of business-related eventualities within the global business environment. International tech-firms across

Kenya have faced several challenges over the years such as exponentially growing levels of competition, increased government regulation, and high rate of technological growth especially the internet which now offers technological services. The rapid growth of international tech-firms, higher degrees of competition, and increased environmental variability are some of the factors forcing international tech-firms in Kenya to aggressively compete for the best employees. The shift by international tech-firms in Kenya to strategic management has created a lot of interest on the influence of globalization on employee resourcing strategies.

Many studies have demonstrated a positive relationship of globalization on employee resourcing strategies in the technology sector (Huselid 2017; Armstrong & Baron, 2016; Katou, 2015; Gardner & Moynihan, 2016). Very few studies have been done in Kenya particularly among international tech-firms. Additional research-related evidence is required to investigate and support the influence of globalization on employee resourcing strategies from different sectors and contexts. It is from this background that this study was conducted in order to investigate the influence of globalization on employee resourcing strategies of international technological firms in Kenya and provide a better understanding of the relationship between the variables.

1.3 Objectives of the Study

This study sought to investigate and determine the influence of globalization on employee resourcing strategies among multinational technological organizations in Nairobi.

1.4 Value of the Study

The findings of this study will play a major role in depicting and understanding the importance of employee resourcing strategies and their perceived influence on

globalization as it pertains to international tech-firms . This study will also act as a policy making tool, playing a significant role in the formulation and implementation of policies directly associated with employee resourcing strategies in international technology organizations.

As policy making tools, the results of this study will play a major role in the development and implementation of legislation associated with employee resourcing strategies. These results will provide regulatory frameworks designed to monitor organizations in their ability to follow all laid down employee management procedures and practices in international tech-firm environments. The findings will assist organizations in the realization of specific organization unit business goals within the industrial context in which they operate.

As a scholarly resource, this research study will contribute to the identification of gaps by future researchers seeking to carry out similar studies in the future. These benefits will also benefit the scholarly environment as scholars would be able to have access to reference guides focusing on employee productivity enhancement through efficient resource strategies. Human resource professionals will also benefit from this study as an approach aimed at implementing its findings to help with a globalization perspective associated with organizational set up, while serving as a crucial input in drafting tailor-made employee resourcing strategies for organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the theoretical literature relevant to the problem that is being investigated and its empirical reviews.

2.2 Theoretical Foundation

The theories upon which this paper is founded include Resource based theory, Value creation theory and Human capital theory.

2.2.1 Resource Based Theory

According to Wright and Snell (2010), an organization's presence and progress is significantly dependent upon critical employee resourcing strategies. Essentially, an organization's available resources directly impact on the growth of different human resource management functions. The resource-based theory as explained by Luthans & Summers (2005) argues that competitive edge is a direct result or development determined by an organization's internally available resources. Barney (2001) asserts that to achieve the desired competitive edge, the aforementioned resources must be considered as valuable, inimitable, rare, and non-substitutable and must be approached as such.

Luthans & Summers (2005) further argue that the ability for an organization's human capital to meet the criteria of inimitability, rarity, volubility, and non-substitutability is a major contribution to the organization's competitiveness. This kind of competitiveness results from the ability of human capital to possess attributes that cannot be imitated by competitors. Major advocates of this model, such as Barney (2001), define resources as a business' competencies, totality of assets, structural

processes, firm qualities, information and knowledge. These are some of the attributes of resources under an organization's management that are used to assist the company in formulating and effecting strategies as it seeks to attain its goals and objectives.

As demonstrated and interpreted by the findings, regardless of the uniqueness of an organization's knowledge expertise and the abilities displayed by its individuals, employee resources can be easily copied by other organizations (Barney, 2001). According to the understanding associated with these findings, the main focus is on the inimitable resources of an organization. These findings also explain the reasons why the deficiency, inimitability and non-suitability of an organization's human resources might result in sustained competitive advantage. As such, the achieved competitive advantage results in enhanced organizational performance. The concentration on and the consideration of internal resources possessed by an organization has resulted to an overall theoretical understanding of this field as it regards to the relationship between human resource systems and competitive advantage.

Recent research into this theory agrees that employee resourcing strategies can be easily imitated. However, the process of imitation is quite difficult due to the uniqueness and differences between employee resourcing approaches across varying organizations. Nevertheless the resource-based perspective continues to face criticism due to its inability to or failure to consider other aspects extending beyond the properties of the pertinent resources and their ability to explain sustained advantage. This theory also fails to effectively examine the extent to which an employee can be considered as or becomes an organizational resource (Luthans & Summers, 2005).

2.2.2 Value Creation Theory

As presented and theorized by Bontis et al (1999), this theoretical approach seeks to present an essential associated with the valuation of an organization's human factor, collective knowledge, and abilities. These factors act as those that allow an organization to possess distinctive or unique characteristics. According to this theory, it is doubtless that an organization's employees' abilities and information that center its operations are supposed to be designed in a manner allowing them to form, hold and uphold the human capital to which they communicate. It is stated that the esteem creation employees transfer to their daily work is directly attributed to aspects associated with their individual strengths, natural aptitudes, and their practices (Darenport, 1999).

The theoretical approach of value creation encompasses tackling and addressing all the major performance drivers an organization should embrace in its daily strategies, especially when it comes to employee resourcing. Employee resourcing aspects such as training, talent management and career development are some of the main aspects associated with the value creation theory. Training in this context is vital to the provision of new skills to employees while talent management acts as an approach aimed at enabling a firm to actualize its employees' full potential and maximum talent utilization. Career development is a positivity-oriented approach associated with this theory in its ability to ensure the growth of professional individuals within an organization. This theory is an effective empirical and source of data aimed at improving the implementation of employee resourcing strategies within organizations (Armstrong, 2014).

2.2.3 Human Capital Theory

This theory encompasses the work of Becker (1999) and approaches employee resourcing strategies from a perspective that views it as a significant aspect associated with achieving the upper hand in organizational contexts. The human capital theory demonstrates the way in which individuals within an organization contribute their capacities and insights to upgrading their ranks in terms of ability, while demonstrating the importance of that commitment. This indicates that when employees' proficiencies as well as talents increase in levels of accessibility within an organization, and when their skills and abilities are better than those of the organization's rivals, it is possible for such a company to increase its upper hand over its competitors. This theory is founded on the premise that individuals play a motivational role towards the achievement of an organization's objectives due to their ability to increase an organization's value levels. Further, the input of resources into employees is similar to the way in which a company inputs resources into systems, thus perceiving them as additional types of capital.

Scarborough and Elias (2012) state that the potential of human capital is perceived as a passing thought presenting the company as an entity existing between employee resourcing approaches and business execution strategy. The individual categories associated with this association involve those that focus on the preparation and effective provision of progress, shift, and creative pushes. If these aspects are properly revived, they potentially ensure the long-term survivals of the firm. Davenport (1999) observes that people have innate capabilities, practices and individual time. Schultz (1981) on the other hand, trusts that the human capital theory constantly influences the impact of individuals on an organization and such employees' commitment to shareholders and stakeholders. It shows that these ER approaches act as a reward for

cash such as that which is associated with the rate of return. Such benefits play a major role in the provision of bearings with the ability to map out the future of employee resourcing strategies within an organization.

2.3 Employee Resourcing

Strategies in the resourcing of employees are present as approaches aimed at presenting the right individuals and talents needed to provide support to existing organizational strategy among businesses. These approaches are associated with specific skills and behaviour and how these aspects can be availed to meet the intended requirements of an organization (Armstrong, 2015). This role in human resource management has mostly been considered as a dominant attribute of employee management and employee manuals which basically approach resourcing from the perspective defining it as a non-active, technical process which matches available potential personnel to the needs of the business entity. The main goal of employee resourcing is to gain the correct or intended basic material in the form of labour provided with the appropriate qualities, skills, knowledge and potential for future training (Armstrong, 2015).

The recruitment and selection of employees sufficiently imatched ito satisfying the requirements of the business need to form a main activity upon which most of other human resource management policies aimed at achieving development and motivation must be ingrained into the organization's operational foundations (Payne, 2015). Business entities can take one of these actions to deliver their employee resourcing function; reallocating responsibilities and duties between staff so that the existing employees can take up on more or diverse types of work, reallocating individuals within the company and recruiting employees from the out of company employment

market. Emphasis is put on flexible working practices, requiring workers with a wide range of skills, superior evaluation and developmental programs (Henry, 2013). It takes more than training to gain the most competent employees within an organization. This approach significantly depends upon alterations in selection philosophies and alterations in recruitment. The ability for organizations to gain access to the most competent staff remains a major challenge among most organizations operating in the global business context and as such, the approaches to training continuously change to tackle this challenge.

To effectively manage the increasing uncertainty and competitiveness, it is required that performing employees have the capability to build up performing organizations. In order to ensure the on-going delivery of government programs and services, all sectors require a continuous supply of fully qualified people in the right positions at the right time (Pattanayak, 2018). Noe (2014) indicated that deciding the skills which new employees will be selected on and the skills which the organization will develop is another recruitment strategy. Organizations also need to motivate good employees so that they remain in their jobs work towards achieving the organization's goals. Organizations been faced with these fast changes; they need to develop a more focused and comprehensible approach to managing people. William and Kinicki (2015) wrote that when employment rates are high businesses are eager to attract, retain and motivate the main people.

2.3.1 Globalization and Reward Management

James (2015) approaches globalization from a perspective defining it as the major aspect behind the creation of what he refers to as a global village. In this environment described by James (2015), individuals in varying socioeconomic and sociological contexts across the world actively participate in global supply chains, while

simultaneously partaking in the wonders associated with assimilation and global cultural exchange. As a result, increasingly large amounts of people across populations in developing countries have gained access to aspirational values which instigate the need for improved reward management that is similar to the levels experienced by professional populations in their counterpart western organizational environments. Looking at the effect of globalization in the aforementioned context, corporate individuals must increase their awareness when it comes to the determination of the levels and complexities of the amounts to be paid and the forms in which such compensation is to be paid while considering all the factors associated with reward management and globalization (Henry, 2013).

Paul (2016) focuses on the globalized organizational workforce as a participant of the global supply chain and asserts that this group of people potentially plays a major role in the creation of its daily unique challenges through the payment of “hardship allowances” to expatriates as an approach to motivate them and increase their output as they carry out an organization’s activities in developing countries. Additionally, employees working for these multinational and globalized organizations tend to be paid higher than those working in the developing countries to which they are assigned.

As a result of this approach, average workers in these countries notice the difference in payment and insist upon equal payment, an aspect that increases the levels of ethnic and cultural tensions as the employees of transnational corporations in developing countries demand increased levels of inclusion, especially among those employees with fewer qualifications or those that have lower skill levels. When it comes to the decisions that management makes in such globalized organizational environments,

such factors must be significantly considered as aspects with a major effect on the compensation strategies and the entire payment approach as well. Human resource managers also face additional challenges associated with achieving workforce happiness and the elimination of gloomy attitudes across among employees in such international organizations (Henry, 2013).

2.3.2 Globalization and Recruitment & Selection

According to Lewis (2016), globalization is a result and representation of modernity as an era. Major alterations and adaptations of human resource management strategies and approaches among organizations in the global context are a direct result of and response to environmental organizational changes caused by globalization-related contexts. With this in mind, human resource management is an essential tool that can be effectively implemented in the search for competitive advantage and strategically effective decision-making. In this sense, such decisions and approaches made and carries out by human resource departments and HR managers must ensure that they reflect the commitment of the people working within the organization.

David (2015) argues about recruitment and selection processes in contemporary times, focusing on complex influences such as labor migration from Eastern Europe. Other complex aspects discussed by this scholar mainly involve technological development, changes in demographical compositions and characteristics in organizational environments operating within the global context of business, the impact of information technology communication on human resource employment strategies, the emergence of new types and sub-types of professions, competition and short development, the global division of labor, as well as the way multinational companies appear in modern contexts of globalized business activities.

Green (2015) evaluates the aspects of globalization from the perspectives of strategic alliances and experiences over the past few decades. According to this author, there exists a direct relationship between the levels of success and effectiveness achieved by modern organizations and their integration of scientific and technological approaches into their daily activities. This scholar uses his study as an approach aimed at demonstrating and confirming that an integration of these aspects into an organization's daily processes results in the promotion of high standards among training personnel, increased productivity, and improved effectiveness.

According to Green & Davis (2016) the internalization of production and service delivery approaches has resulted in the massive presence of such organizations in the global economy. As a result, organizations qualifying as global business entities act as positive forces for economic prosperity and increased development across all business environments associated with globalized approaches. Multinational organizations have revolutionized the human resources profession, especially when it comes to the creation of modern recruitment and selection policies, as well as modern human resource management strategies. Among globalized organizations, the requirement of a unique strategic character is vital in the recruitment and selection process. This is because managers and employees of the subsidiaries of such companies come together to promote and implement the strategies and values of the mother company.

2.3.3 Globalization and Retention Strategies

Multinational corporations have the capability to recruit and hire employees from all around the world. This is especially appealing to smaller businesses who may not be able to have more than a few employees, can fill their available positions with the very best talent, even if that talent doesn't live locally. The human resource trend of international

recruitment and hiring is focused on bringing diversity to the organization and it recognizes that employees from abroad may be able to provide unique perspectives on customer service, marketing and sales, among other areas of the business (John, 2016).

2.3.4 Globalization and Performance Management

Performance management is a continuous process of communication between a supervisor and an employee that takes place throughout the year, for the purpose of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results. Managing performance and providing feedback is not an isolated event, it focuses on annual performance review. (Davis, 2016). The human factor is important in the new era of globalization; the primary objective of every international organization is to present a structure for effective management of human resources as a response to the growing interaction of globalization and organizational performance (Henry 2013).

Multinational organizations are at the forefront of finding and implementing a varying range of solutions from those that involve absolute formalism to those that directly involve the implementation of modern solutions and as such, are adequate for addressing the different human resources management concepts. Personnel policies in the face of globalization cannot develop as aspects that are independent from an organization's business strategy. Managers have a major responsibility in the achievement of personnel policy development as they are the main individuals involved with the achievement of an organization's objectives, employee-related concerns, and all aspects associated with the organization's current clientele, and potential customers. According TO Lewis (2016), managers increase an

organization's possibility to achieve progress mainly due to their involvement in the problem solving process, the alteration of working approaches, as well as the implementation of new technologies aimed at improving the quality of goods and services, improving production capabilities and increasing production capacities. Human resource strategies will vary depending on the internal needs and the nature of the activities at the organizational level. Home offices have become common, which are viewed as conglomerates that decide the structure of the financial resources they allocate to their branches (Green, 2016).

2.4 Summary of Empirical Literature and Knowledge Gaps

According to Ichniowski, Shaw & Trice (2012) the definition of employee resourcing involves focusing on the effective use of resources in any general organizational activity and its ability to propel the efficient satisfaction of an organization's objectives. As a human-resource-oriented application, employee resourcing empowers human resource to realize, maintain, and develop and achieve effective employment in a manner allowing the organization to incorporate the optimum potential in people as a resource. The Michigan school was among the first to conceptualize highly detailed arguments for the effectiveness and implementation of the employee resourcing concept. This view held that consistent organizational strategy is highly dependent upon well-formulated and well-managed organizational structures and human resource practices (Boxall, & Macky, 2016).

According to a research study carried out by Armstrong (2014), employees play a significant role as factors directly attributed to the increasing flexibility, competitiveness, and adaptability of businesses operating in the global context. This study also emphasizes on the importance of considering individuals like managers form the most integral part of the adaptive mechanism that ultimately determines an

organization's responses in competitive global business environments. Youssef (2014) takes notice of multiple scholars' assertions on the difficulty of managing people and how this endeavor is significantly simpler than managing other aspects of organizational environments like technology or capital. However, scholars agree that companies with increased knowledge and experience on effective employee resourcing management have the potential to gain a competitive edge over their competitors in the long run. This competency originates from such organizations' ability to overcome the cumbersome and time-consuming nature of the effective acquisition and deployment of human resources (Ichniowski, Shaw & Trice, 2012).

Another study carried out by Ichniowski, Shaw & Trice (2012) identifies employee resourcing as an imperative approach designed to give support to service-oriented business entities. As such, organizations satisfying the arguments of this study are those that are cautiously careful in the recruitment and selection strategies, focusing on high quality approaches that ensure they get the process right on the first try, and incorporate effective remuneration systems that include all benefits like housing, team-building, working arrangements being that encourage multi-tasking and flexibility. These aspects include those that increase and encourage cohesiveness within the organizational working environment, those that empower employees, improve learning abilities, increase the effectiveness of training strategies, and enhance social and interpersonal skills (Huselid, 2013).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter addressed the research methodology that will be employed in the study. This included research design, target population of the study, sample design, data collection validity and reliability, data analysis and research ethics.

3.2 Research Design

According to Kothari (2004) a research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money. This study adopted the mixed method approach utilizing both qualitative and quantitative methods. A qualitative approach was used to supplement and strengthen the quantitative aspects and provide an opportunity for the researcher to observe the influence of globalization on employee resourcing strategies of international tech-firms in Kenya. The method that was adopted is a survey research.

3.3 Population of the Study

The population of the study was all the local headquarters of the 20 International tech-firms in Nairobi, obtained from the latest list of Communications Authority of Kenya. The study targeted the employees working in the human resources department that is; human resource managers, talent and acquisition specialist, line managers and recruitment managers of the international tech-firms in Nairobi. Therefore, the target number of respondents from these 20 tech firms were 80.

3.4 Data Collection

The study used self-administered questionnaires as the main data collection tool. A questionnaire is a pre-formulated written set of questions to which the respondents record the answers usually within rather closely delineated alternatives (Kothari, 2004). A standard questionnaire was used in order to produce accurate information. The questionnaire was divided into two sections with the first section having question that gather the general information about the respondents while the other sections will be according to the study objectives. Since there was a deliberate choice of respondents to use for the study and targeted tech firms, the study employed purposive sampling technique to collect data from these 20 tech firms. From each tech firm a maximum of 4 respondents were provided with questionnaires. The targeted respondents from each tech firm were: - human resource managers, talent and acquisition specialist, line managers and recruitment managers. The questionnaires were administered to these group of people because they are best placed to give information about human resource activities of these firms.

3.5 Validity and Reliability

Validity of an instrument is observed if it measures what it is intended to measure, and accurately achieves the purpose for which it was designed (Wallen & Fraenkel, 2001). According to Patten (2004) validity is a matter of degree and no test instrument is perfectly valid. The instrument that will be used should result in accurate conclusions (Wallen & Fraenkel, 2001). Validity involves the appropriateness, meaningfulness, and usefulness of inferences made by the researcher based on the data collected (Wallen & Fraenkel, 2001). For provision of additional content of validity of the survey instrument, the researcher formed a focus group of five to ten experts in the field of human resources to provide input and suggestive feedback on survey items. Reliability relates to the consistency of the data

collected (Wallen & Fraenkel, 2001). Cronbach's coefficient alpha was used to determine the internal reliability of the instrument. The survey instrument was tested in its entirety, and the subscales of the instrument will be tested independently.

3.6 Data Analysis

The data collected was processed and organized for statistical analysis. This involved data coding and quality check to ensure that we have accurate and consistent data. For quantitative data, it was reported with both descriptive (frequency distribution, mean, standard deviation, median and interquartile range) and inferential analysis. The results of the data were presented by tables and graphs. For the qualitative data, content analysis was done based on analysis of meanings and implications emerging from the respondents' information and comparing data to various defined parameters as per the defined conceptual framework.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter discusses the data analysis and findings from 72 questionnaires completed by 4 respondents from 20 tech firms who were either Human Resource Manager, Line Manager, Recruitment Manager and Talent and Acquisition Specialist (see Table 4.1). The purpose of the study was to determine influence of globalization on employee resourcing strategies of international technological firms in Nairobi. The objectives of the study were:-

- i. To determine the effect of globalization and reward management on Employee resourcing strategies
- ii. To determine the effect of globalization and recruitment and selection on employee resourcing strategies
- iii. To determine the effect of globalization and retention strategies on employee resourcing strategies
- iv. To determine the effect of globalization and performance management on employee resourcing strategies

Questionnaires were given to human resource practitioners of the 20 sampled technological firms in Nairobi. A total of 72 respondents completed questionnaires.

The data from the questionnaires were statistically analyzed by a statistician. IBM SPSS version 20 program was used for the data analysis. The findings are discussed according into the sections of the questionnaire. The four sections of the questionnaire were:

- i. Section A: General Information
- ii. Section B: Globalization and Reward Management
- iii. Section C: Globalization and Recruitment and Selection
- iv. Section D: Globalization and Retention Strategies
- v. Section E: Globalization and Performance Management

The current study reported both descriptive and inferential analysis. Descriptive statistics reported were frequency distributions and for the inferential analysis, the study used multiple linear regression model in determining statistically significant factors.

4.1.1 Response Rate

The researcher targeted 20 tech firms from which 4 respondents were provided with questionnaires from each tech firm. Data from 72 respondents were received representing a 90.0% response rate.

4.1.2 Demographic Background

There were more females (45; 62%) than males (27; 38%) and the difference in the proportions was statistically significant (p -value= 0.04). 44% of staffs had bachelor's degree as the highest level of education, followed by those who had a diploma (40%). Only 15% of the staffs had a master's degree. In terms of positions occupied, majority of the respondents were human resources manager (42%) followed by recruitment manager (24%). The others were line managers (19%) and talent acquisition specialists (15%). These are illustrated in Table 4.1.

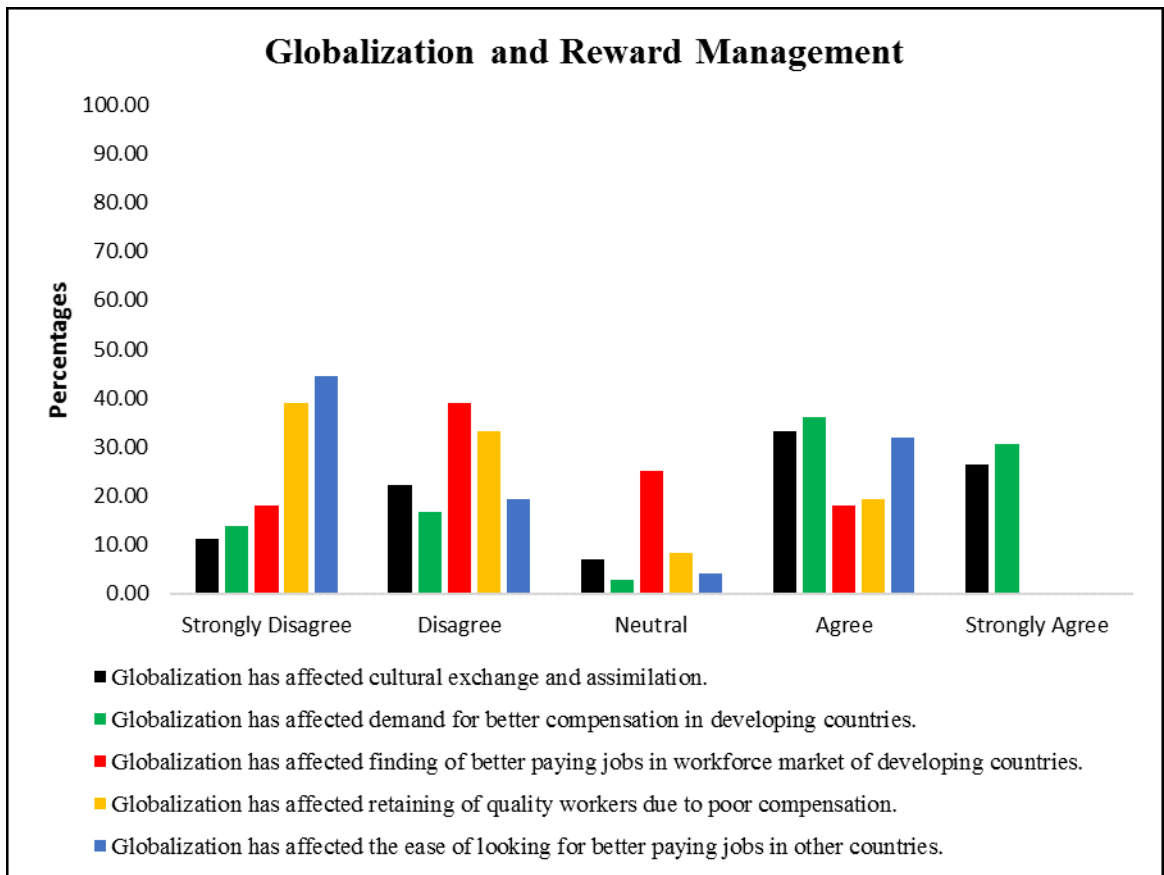
Table 4.1: Demographic Characteristics

	Frequency	Percentage
Gender		
Female	27	37.50
Male	45	62.50
Highest Level of Education		
Bachelor's degree	32	44.44
Diploma	29	40.28
Master's degree	11	15.28
Years of Experience		
Less than 5 Years	28	38.89
5-10 Years	35	48.61
11-15 Years	9	12.50
Role in the Organization		
Human Resource Manager	11	15.28
Line Manager	17	23.61
Recruitment Manager	14	19.44
Talent and Acquisition Specialist	30	41.67

4.2 Globalization and Reward Management

Overall, 30.56% of respondents strongly agreed that globalization had affected demand for better compensation in developing countries compared to 26.39% who strongly agreed that globalization had affected cultural exchange and assimilation. None of the respondents strongly agreed that either globalization had affected finding of better paying jobs in workforce market of developing countries or globalization had affected retaining of quality workers due to poor compensation or globalization had affected the ease of looking for better paying jobs in other countries as shown in figure 4.1.

Figure 4.1 Globalization and Reward Management

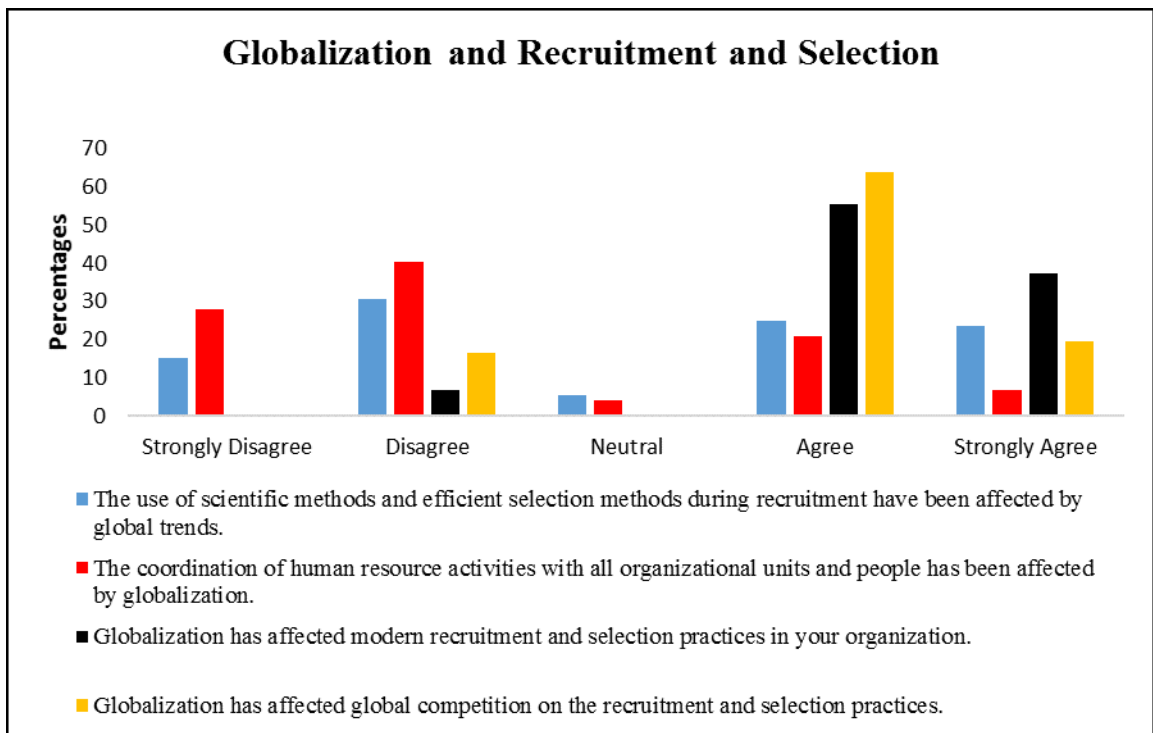


Source (Author 2019)

4.3 Globalization and Recruitment and Selection

37.50% of respondents strongly agreed that globalization had affected modern recruitment and selection practices in their organization. Only 6.94% strongly agreed that the coordination of human resource activities with all organizational units and people had been affected by globalization. None of the respondents strongly disagreed that either globalization had affected modern recruitment and selection practices in their organization or globalization had affected global competition on the recruitment and selection practices (Figure 4.2).

Figure 4.2: Globalization and Recruitment and Selection

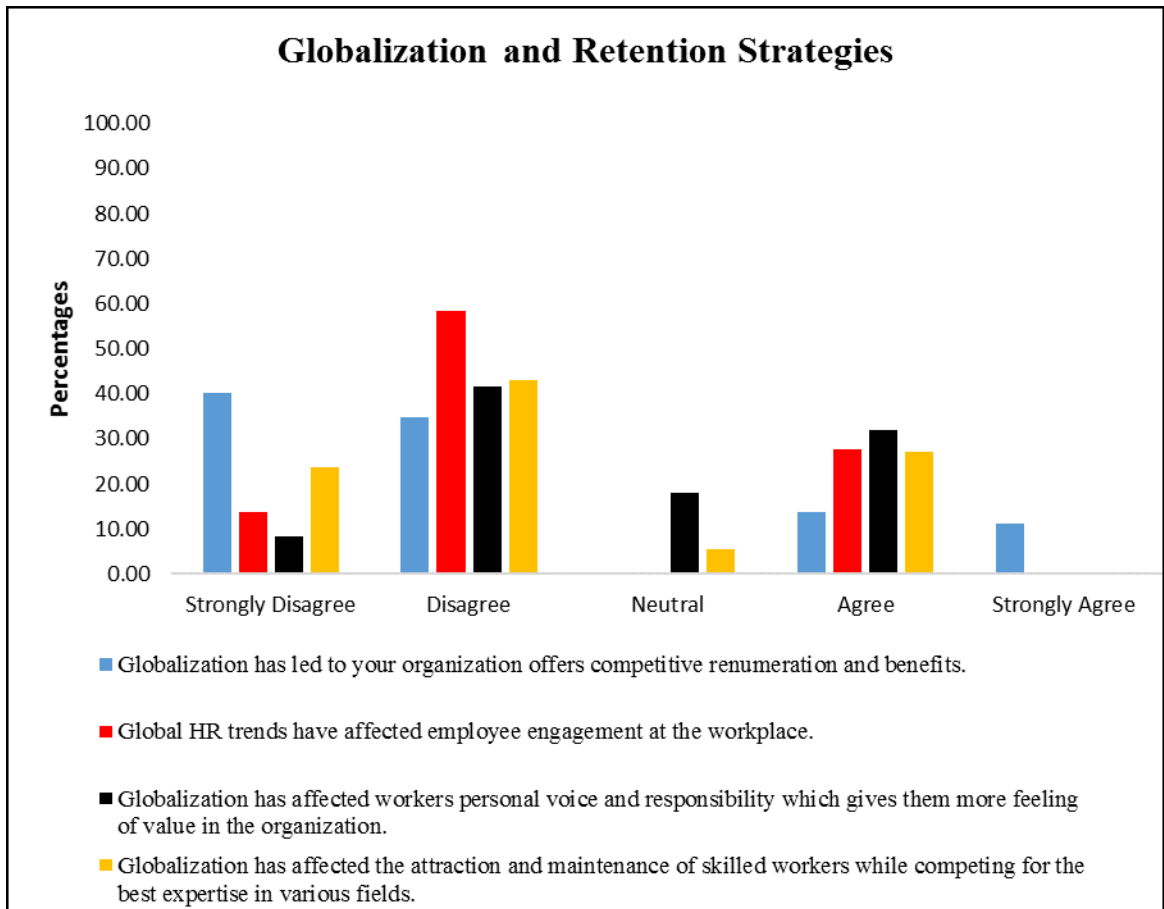


Source (Author 2019)

4.4 Globalization and Retention Strategies

Only 11.11% of respondents strongly agreed that globalization had led to their organization offering competitive remuneration and benefits. None of the respondents strongly agreed that either global HR trends had affected employee engagement at the workplace or globalization had affected workers personal voice and responsibility which gave them more feeling of value in the organization or globalization had affected the attraction and maintenance of skilled workers while competing for the best expertise in various fields (Figure 4.3).

Figure 4.3: Globalization and Retention Strategies

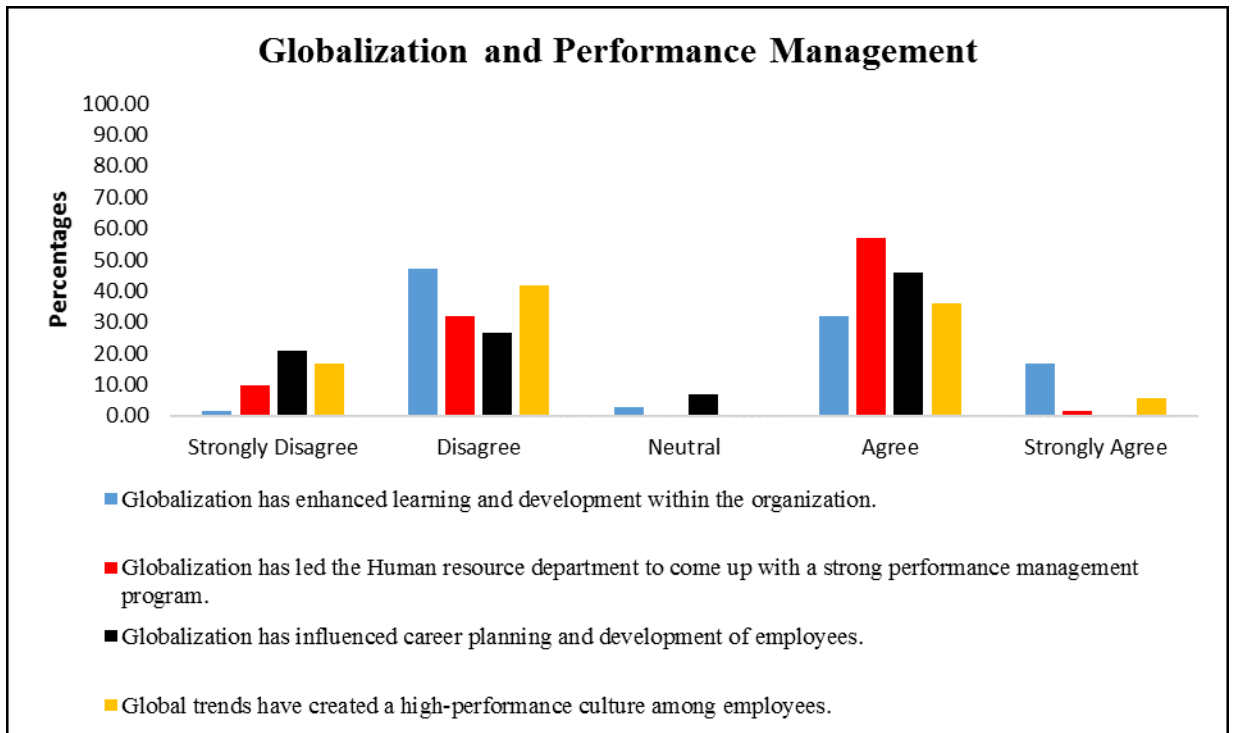


Source (Author 2019)

4.5 Globalization and Performance Management

16.67% of respondents strongly agreed that globalization had enhanced learning and development within the organization. Only 5.56% and 1.39% strongly agreed that global trends had created a high-performance culture among employees and globalization had led the human resource department to come up with a strong performance management program respectively as shown in Figure 4.4.

Figure 4.4: Globalization and Performance Management



Source (Author 2019)

4.6 Multiple Linear Regression Analysis

In this study, a multiple linear regression analysis was applied to determine influence of globalization on employee resourcing strategies of international technological firms.

4.6.1 Model Summary

Table 4.2: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.747 ^a	.558	.533		.40508	1.539

a. Predictors: (Constant), Globalization and Reward Management, Globalization and Recruitment and Selection, Globalization and Retention Strategies, Globalization and Performance Management

The model summary indicated the presence of a moderate positive multiple linear correlation ($R=0.747$) between the independent variables and the dependent variable. Further, the adjusted R-square value of 0.533 indicated that 53.3% of the variability in the dependent variable ; Employee Resourcing Strategies was explained by the model after adjusting independent variables.

Durbin Watson $d=1.539$, which was between two critical values of $1.5 < d < 2.5$. Therefore, there was no first order linear autocorrelation in our multiple linear regression data as shown in table 4.3.

Table 4.3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.303	4	3.576	21.16	.000 ^b
	Residual	11.322	67	.169		
	Total	25.625	71			

a. Dependent Variable: Employee Resourcing Strategies

b. Predictors: (Constant), Globalization and Reward Management, Globalization and Recruitment and Selection, Globalization and Retention Strategies, Globalization and Performance Management

The study revealed that the F-statistic ($F_{4,67} = 21.16$, $p=0.000$) was statistically significant ($p < 0.001$). This showed that the independent variables taken together significantly influenced Employee Resourcing Strategies. Consequently, the model explained a significant amount of variance in Employee Resourcing Strategies as shown in Table 4.3.

The model coefficients values from the regression were as presented in Table 4.4

Table 4.4: Coefficients

Model	Unstandardized		Standardized	T	Sig.	Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.617	.421		1.465	.147		
Globalization and Reward Management	.115	.116	.095	.995	.323	.703	1.422
Globalization and Recruitment and Selection	.304	.097	.328	3.125	.003	.580	1.725
Globalization and Retention Strategies	.059	.118	.061	.502	.618	.439	2.277
Globalization and Performance Management	.380	.096	.418	3.945	.000	.570	1.756

a. Dependent Variable: Employee Resourcing Strategies

From the model, it was evident that only Globalization and Recruitment and Selection and Globalization and Performance Management were statistically significant to the model ($p < 0.05$). However, the other two independent variables (Globalization and Reward Management and Globalization and Retention Strategies) were statistically insignificant at 5% level of significance ($p > 0.05$). The following statistical model was derived:

$$Y = 0.617 + 0.115X_1 + 0.304X_2 + 0.059X_3 + 0.380X_4.$$

Mobilization was a multiple of 0.380.

Based on the standardized coefficients (Beta), globalization and performance management had the highest impact in the model, followed by globalization and recruitment and selection (Beta=0.418 and Beta=0.328 respectively). The other remaining two independent variables Globalization and Reward Management and Globalization and Retention Strategies) had insignificant impacts (Beta=0.095 and Beta=0.061 respectively). There was no evidence of multicollinearity in the multiple linear regression. This is because all the variables had a Tolerance>0.1 or VIF<10. Refer to Table 4.4.

Since only two dependent variables (donor relationship and resource mobilization) were significant in the model as shown in table 10, the researcher went ahead to determine their impact on the dependent variable when only two of them were used.

Table 4.5: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.935	.328		2.856	.006		
Globalization and Recruitment and Selection	.351	.086	.379	4.099	.000	.744	1.345
Globalization and Performance Management	.428	.084	.472	5.097	.000	.744	1.345

a. Dependent Variable: Employee resourcing strategies

The final model with two independent variables read as:

$$Y=0.935+0.351X_2+0.428X_4$$

Where: - Y=Employee resourcing strategies; X₂= Globalization and Recruitment and Selection; X₄= Globalization and Performance Management.

The model explained a significant amount of variance in Employee resourcing strategies. This is because of the substantially high value F statistic (42.988) that was statistically significant (p<0.001). Refer to table 4.84. Additionally, the model summary indicated the presence of a moderate positive multiple linear correlation (R=0.740) between the

independent variables and the dependent variable. Further, the adjusted R-square value of 0.535 indicated that 53.5% of the variability in the dependent variable (Employee resourcing strategies) was explained by the model after adjusting for the independent variables as shown in table 4.6.

Table 4.6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.035	2	7.017	42.988	.000 ^b
	Residual	11.590	71	.163		
	Total	25.625	73			

a. Dependent Variable: Employee resourcing strategies

b. Predictors: (Constant), Globalization and Recruitment and Selection, Donor Relationship

Table 4.7: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.740 ^a	.548	.535	.40403	1.569

a. Predictors: (Constant), Globalization and Recruitment and Selection, Donor Relationship

b. Dependent Variable: Employee resourcing strategies

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides summary of the findings presented in chapter four. The chapter further presents the conclusions and recommendations of the study regarding the influence of globalization on employee resourcing strategies of international technological firms. Areas of further research are also suggested.

5.2 Summary

This study observed the influence of globalization on employee resourcing strategies of international technological firms in Nairobi. Research was undertaken on 20 technological firms in Nairobi. The intention was to find out if globalisation and reward management; globalisation and recruitment and selection; globalisation and retention strategies; globalisation and performance management had influences on employee resourcing strategies. The present study found out that globalization and reward management and globalization and retention strategies influenced on employee resourcing strategies of international technological firms. In contrast, globalization and recruitment selection and globalization and performance did not influence employee resourcing strategies of international technological firms.

5.3 Discussion of findings

Globalization and reward management and globalization and retention strategies were found to be statistically insignificant in determining employee resourcing strategies of international technological firms. However, the study found out globalization and recruitment selection and globalization and performance management to be statistically significant in determining employee resourcing strategies of international technological firms.

5.3.1 Globalization and Reward Management

The researcher found out that globalization and reward management was not statistically significant in determining employee resourcing strategies of international technological firms in Nairobi.

This is in contrast to what J Bae, C Rowley (2001). They argued that globalization may push convergence through the transfer of best practices.

5.3.2 Globalization and Recruitment and Selection

Globalization and recruitment selection was found to be statistically significant in determining employee resourcing strategies of international technological firms in Nairobi. This outcome agreed with what Paul R. Sparrow (2006) found out. In his work, he argues that rapid global expansion requires the deployment of skills and experience in a multitude of countries at short notice. A new international mobility framework reduced the cost and complexity of expatriating individuals by securing talented employees on global contracts with a premium for global mobility but only expatriation benefits.

5.3.3 Globalization and Retention Strategies

The relation between globalization and retention strategies was found to be statistically insignificant to the model. This is in opposite to what Nwokocha, EBJ Iheriohanma (2012) discovered in their research. They recognized the need for sustainable retention strategies in organizations in Nigeria. It took into consideration the competitive business environment that is occasioned by globalization. This is inferred from the effects associated with employee turnover in organizations, which express the inadequacies in the traditional retention strategies in organizations in Nigeria.

5.3.4 Globalization and Performance Management

Additionally, this study determined that globalization and performance management affected employee resourcing strategies of international technological firms. One of the ways of enhancing performance is through training. Activities associated with training play a significant role in inspiring the achievement of employee growth. Boselie et al., (2010) approaches employee training as an approach aimed at providing employee improvement, competence, and improved performance through education and knowledge achieved by planning and constant effort. Training is also defined as a valuable investment and important tool within an organization, whose main aim is to assist in the improvement of profitability, the reduction of costs, and the increasing of motivation levels among employees (Morgan & Jardin, 2010).

5.4 Recommendations

This study will be beneficial for human resource managers and those in recruitment departments within in technological firms, this will broaden their insightful understanding of employee resourcing as a HR function especially the aspect of recruitment and selection and how crucial this process is in determining the performance of and organization. Technological companies should think of incorporating reliable structures for employee resourcing and improving on their performance management systems to remain competitive. Recruitment and selection processes should continuously improve as time goes by to ensure the firms acquire and retain an exceptional work force within the organization. They should train the employees in these different HR roles to be up to date with what is current and what works best for their specific organization.

This study will be appropriate for HR practitioners in the technological firms to identify areas that require more attention and emphasis in terms of changing and improving processes in areas of ER where they may be lagging behind so as to remain globally competitive and up to date with their systems. The study recommends that the management of some of these tech firms embraces the use HRMIS in conducting its employee resourcing functions to have optimal use of their data and improve efficiency and effectiveness within the organization.

5.5 Suggestions for Further Studies

This study was limited to the influence of globalization on employee resourcing strategies of international technological firms. Globalization and reward management; globalization and recruitment and selection; globalization and retention strategies and globalization and performance management were the key areas examined in this study. However, these variables were not exhaustive in explaining employee resourcing strategies. Future studies should consider how attraction of talent influences employee resourcing strategies of international technological firms. This study did not utilize mitigating variables such as the size of the organization, digital revolution, nature of leadership, and cultural differences to measure what influence these factors will have on globalization and employee resourcing strategies. Therefore, future studies should consider including these mitigating variables to see the effect this could have employee resourcing strategies.

5.6 Limitation of the study.

Throughout the process associated with data collection, the researcher encountered several setbacks. There were a few delays in collection of data since the target data was from different organizations and it took a long while to get responses from majority of them. Some of the smaller organizations did not respond to the questionnaires.

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APPENDICES

Appendix I: Introductory Letter



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

Telephone: 020-8095398
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsities

Tel: 020 8095398
Nairobi, Kenya

DATE: 19th Sept 2019

TO WHOM IT MAY CONCERN

The bearer of this letter.. Lulu Luvuno Athuman of Registration Number D61187256/2016.. is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report

We would, therefore, appreciate if you assist him/her by allowing him/her to collect data within your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organization on request.

Thank you.


for **PROF. JAMES NJIHA**
DEAN, SCHOOL OF BUSINESS

Appendix II: Questionnaire

(Please fill in the questionnaire as diligently as you can. Tick in the appropriate box where the question requires you to do so, where the space is provided. Please fill in your answer)

SECTION A: General Information

1. Your gender?

Male

Female

2. Your educational Background?

College Diploma

Bachelor's Degree

Master's Degree

3. How many years of experience do you have in Human Resources?

Less than 5 years

5-10years

11-15years

4. Which is your role in your organization?

Human Resource Manager

Talent and acquisition specialist

Recruitment manager

Line Manager

SECTION B: Globalization and Reward Management

5. To what extent do you agree with the following statements regarding the influence of globalization on reward management structure in your organization?

1–Strongly Disagree 2–Disagree 3–Neutral 4–Agree 5–Strongly Agree

STATEMENTS	1	2	3	4	5
Globalization has affected cultural exchange and assimilation					
Globalization has affected demand for better compensation in developing countries					
Globalization has affected finding of better paying jobs in workforce market of developing countries					
Globalization has affected retaining of quality workers due to poor compensation					
Globalization has affected the ease of looking for better paying jobs in other countries					

6. In your opinion, does your organization have specific policies that guide reward management?

SECTION C: Globalization and Recruitment & Selection

7. To what extremity do you relate with the following assertions regarding the influence of globalization on recruitment & selection in your organization?

1–Strongly Disagree 2–Disagree 3–Neutral 4–Agree 5–Strongly Agree

STATEMENTS	1	2	3	4	5
The use of scientific methods and efficient selection methods during recruitment have been affected by global trends					
The coordination of human resource activities with all organizational units and people has been affected by globalization					
Globalization has affected modern recruitment and selection practices in your organization					
What extent has globalization affected global competition on the recruitment and selection practices					

8. In your view, what are the benefits of adopting global trends in recruitment & selection processes in your organization?

SECTION D: Globalization and Retention Strategies

9. To what extremity do you relate with the following assertions regarding globalization and its influence on retention strategies?

1–Strongly Disagree 2–Disagree 3–Neutral 4–Agree 5–Strongly Agree

STATEMENTS	1	2	3	4	5
Globalization has led to your organization offers competitive remuneration and benefits.					
Global HR trends have affected employee engagement at the workplace					
Globalization has affected workers personal voice and responsibility which gives them more feeling of value in the organization					
Globalization has affected the attraction and maintenance of skilled workers while competing for the best expertise in various fields					

10. On a personal opinion, do you find global business changes possessing a positive association with retention strategies in your organization.

SECTION E: Globalization and Performance Management

1. To what extremity do you relate with the following assertions regarding globalization and its influence on performance management?

1–Strongly Disagree 2–Disagree 3–Neutral 4–Agree 5–Strongly Agree

STATEMENTS	1	2	3	4	5
Globalization has enhanced learning and development within the organization					
Globalization has led the Human resource department to come up with a strong performance management program					
Globalization has influenced career planning and development of employees					
Global trends have created a high-performance culture among employees					

2. In your opinion, do you find global business changes in tech firms affecting the kind of performance management system your organization has?

(THANK YOU FOR YOUR TIME)

Appendix III: List of International Tech-Firms in Kenya

1. IBM Kenya
2. Oracle Ltd
3. Andela
4. Symphony
5. Novel Technologies
6. Google
7. Octopus ICT Solutions
8. Symphony Technologies Limited
9. Bostech ICT Solutions Limited
10. Naisoft Limited
11. Safaricom
12. ICT Africa
13. Empire Microsystems Ltd
14. Isolutions Associates
15. Microsoft
16. Nokia
17. Samsung
18. Huawei
19. Apple
20. Airtel

Source: (Communications Authority of Kenya, 2019).