

EFFECT OF STRATEGIC HUMAN RESOURCE PRACTICES ON EMPLOYEE COMMITMENT OF NHIA STAFF IN ABUJA, NIGERIA

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Abstract

Nowadays, organizations are prioritizing on effective human resource management (HRM) practices through open, flexible, and caring management style. The main objective of this study is to assess the effect of strategic human resource management practices on employee commitment of National Health Insurance Authority (NHIA) staff in Abuja, Nigeria. The population of the study is made up of 325 staff of NHIA, Abuja. A questionnaire was administered to a sample of 179 with a response rate of (96%) which was used for data analysis. A cross-sectional research design was adopted for this study and the data collected were analyzed using Partial Least Square Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS application software package v. 4.0.9.5. The study found that capacity building had a positive but insignificant effect on employee commitment. Recruitment and selection both had positive and significant effects on employee commitment. Among the recommendations were that the management of NHIA should engage in scouting, locating, inviting, and selecting a large number of individuals from both inside and outside the organization as possible employees with specific traits. The management of NHIA should also engage in screening job applicants who best meet the criteria to occupy available positions within the organization. They should further build the capacity of their employees through continuous training and development as these increase their commitment to both the organization and their assigned duties.

Keywords: Capacity Building, Recruitment, Selection, Employee commitment

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I. Introduction

Employees are a valuable asset and driving force in determining the success of an organization in a challenging environment. Organizations depend on employees who are committed to creating and sustaining competitive advantage and achieving superior performance. These employees are highly motivated to contribute their time and energy to the pursuit of organizational goals. Employees who share a commitment to the organization and their collective well-being are better suited to generate social capital that facilitates organizational learning. Therefore, it is important for organizations to know the aspects that play important roles or have big impacts in increasing employee commitment (Irefin & Mechanic 2014). The problem that occurs in some organizations is that employees lack the commitment to the organization, because the organization has not been able to address the needs of employees as assets of the organization as they help in achieving the goals of the organization. Organizations have not been able to instill organizational beliefs and values to employees and employees feel that they have no economic value if they remain in the organization. Commitment to the organization means more than formal membership because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the interests of the organization for the achievement of objectives (Stackhouse et al, 2022).

In today's competitive market, high involvement of human resource management (HRM) has increased. It is the challenge for the organization to deal with their internal capabilities to cope up with the external turbulence like war or change in government policies. Nowadays, organizations are prioritizing on good HRM practices as a planned approach in order to establish open, flexible, and caring management style (Alaadeen & Moh'd, 2017). Managers from all levels are involved in such HRM practices for scanning of internal and external environment, staffing and recruitment, strategy formulation, strategy implementation, and evaluation and control. Strategic human resource management (SHRM) defines how the organization's goals will be accomplished through persons by means of human resource (HR) strategies (Armstrong, 2012). Human resource management (HRM)

is a viewpoint of people management based on the principle that human resources are distinctively significant to sustaining organizational accomplishment. Business gains competitive advantage by using their workforce efficiently, drawing on their capability and skill to meet spelled out goals. Several studies highlight the positive and optimistic relationship between SHRM practices and organizational performance (Lu, 2022; Amelia, et al, 2020; Mansour, 2020; Ala-Yed, 2019). Some studies have highlighted the direct relationship between SHRM and performance, while others are of the opinion that SHRM influences employee attitudes and behaviors, which ultimately affect organizational performance. There are issues that are largely ignored in the current era. This study seeks to examine the effect of strategic human resource practices on employee's commitment of National Health Insurance Authority (NHIA) in Abuja, Nigeria. National Health Insurance Authority is a parastatal under the Federal Ministry of Health, saddled with the responsibility of providing qualitative, accessible and affordable health care services through various health insurance programmes in Nigeria. The Formal Sector Programme of NHIA was formally launched in June 2006 and since then, the Parastatal has rolled out several health insurance products directly and through the health maintenance organizations. These programmes have afforded many Nigerians access to quality health care services and saved many families and individuals from huge medical bills occasioned by unexpected medical conditions. This has undoubtedly improved the wellbeing of many Nigerians. The new NHIA Act. (NHIA Act. 2022) has among other things, made health insurance mandatory for everyone residing in Nigeria. This will certainly enhance the health status of Nigeria and Nigerians. It is in consideration of these significant roles played by NHIA in the socio-economic space of Nigeria, both in private and public sectors that this research focuses on the impact of strategic human resource practices on the commitment of the workforce towards achieving a healthy workforce in Nigeria.

Research Question

The main research question is: Is there any significant effect of Strategic Human Resource practices on employees' commitment while the specific questions are as follows:

- i. To what extent does recruitment affect employee's commitment of NHIA staff in Abuja?
- ii. To what extent does selection affect employee's commitment of NHIA staff in Abuja?
- iii. To what extent does capacity building affect employee's commitment of NHIA staff in Abuja?

Research Objective

The main objective of the study will be to assess effect of strategic human resource practices on employee's commitment of NHIA staff in Abuja. However, the specific objectives are to:

- i. Examine the effect of recruitment on employee's commitment of NHIA staff in Abuja.
- ii. Determine the effect of selection on employee's commitment of NHIA staff in Abuja.
- iii. Assess the effect of capacity building on employee's commitment of NHIA staff in Abuja.

Hypotheses

The following null research hypotheses will be formulated:

Ho₁: Recruitment does not have any significant effect on employee's commitment of NHIA staff in Abuja.

Ho₂: Selection does not have any significant effect on employee's commitment of NHIA staff in Abuja.

Ho₃: Capacity building does not have any significant effect on employee's commitment of NHIA staff in Abuja.

II. Literature Review

Employee's Commitment

Employee commitment refers to the bond that exists between the organization and employees (Nishanthi & Kailasapathy, 2018). According to behavioral theory, employee commitment occurs as a consequence of actions, namely behavior. Some theorists use the term to describe this mechanism and state that if employees are free to make decisions about an activity in which they will participate, then they will feel a greater obligation and responsibility to carry out the activity to the end, as well as consider non-profit costs participation in this activity (Đorđević et al., 2020). Commitment in the organization is recognized as a work attitude and represents the psychological relationship between employees and the organization, which has many dimensions (Sukrajap, 2016). If an employee already has a strong commitment to the organization where he works, good work motivation will emerge from within him. People who are happy and fit for their workplace will ward off any negative perceptions about their organization and will always defend it. Employees will work harder and try to improve all their capabilities in order to achieve a high level of job satisfaction. Commitment level among

employees is associated with feelings, either positive or negative, towards their organization. In addition, it is normally related to employees' sense of attachment to the organization whereby they strongly identify themselves with the organization's goals and values besides being willing to channel their energy and loyalty to the organization.

Strategic Human Resources Management Practices (SHRM)

Strategic human resource management is defined as the vertical relationship between human resource practices and organizational strategy and horizontally as the fit between several procedures of human resource practice. Human resource management integrated with organizational strategy, aligned with consistent human resource management policies can be used by managers and employees (Castro et al., 2020). HR management practices include recruitment, selection and capacity building. Strategic human resource management focuses on whether and how HR practice systems help organizations achieve strategic goals and improve company performance (Voegtlin & Greenwood, 2016). Strategic human resource management practices can be a source of sustainable competitive advantage. Strategic human resource management practices, when viewed as systems of practices that are interrelated and internally consistent can be unique, causally ambiguous, synergistic, and difficult to imitate (Phanwattana & dan Vichit, 2017). As a result, Mayhew (2018) indicated that SHRM enhances the relationship between employees and employers.

Recruitment

The process of recruiting involves looking for, locating, inviting, and selecting a large number of individuals from both inside and outside the organization as possible employees with specific traits as outlined in the human resource strategy. Recruitment, according to Isaac and Nissi (2018), is the process of locating potential employees and motivating them to submit applications for positions within the organization. Rahmany (2018) said that recruitment is a process whereby finding the right candidate for the organization and matching them with the tasks that must be carried out. It can be said that the step when applicants follow the recruitment process is no longer part of recruitment but part of selection. In other words, recruiting is the process of looking for, locating, and luring potential people to work for the organization.

Selection

The process of selecting job applicants is a follow-up to the recruitment process that was previously implemented. According to Robbins and Coulter (2016), selection is the process of screening job applicants who best meet the criteria to occupy available positions within the organization. The purpose of the selection process is to achieve compatibility between people and jobs, in this case adjusting the knowledge, skills, abilities and competencies needed to do the job. In selection stage the determination is accepted for job applicants who have the required abilities and skills and rejects job applicants who do not meet the requirements. From the foregoing knowledge, it can be inferred that selection is the action of carefully choosing employees in accordance with the positions required by the business.

Capacity Building

Capacity building is the deliberate process of enhancing the ability of individuals, organizations, and communities to perform functions, solve problems, and define and achieve objectives (Jones, 2019). It is a process of developing and strengthening the skills, knowledge, abilities, and resources of individuals, organizations, and communities to improve their effectiveness and ability to achieve their goals. It often involves training, skill development, and the enhancement of organizational and community capabilities.

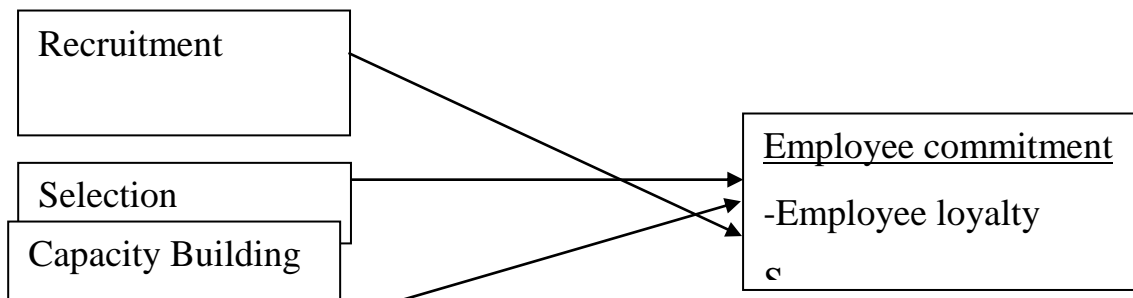
Capacity building is a process that seeks to enhance the abilities, knowledge, and resources of individuals, organizations, and communities to improve their effectiveness and achieve their goals (UNDP, 2019). It is a strategic process aimed at enhancing an individual's, organization's, or community's ability to effectively achieve their goals and objectives by developing skills, knowledge, infrastructure, and resources for improved overall effectiveness and sustainability

Conceptual Framework

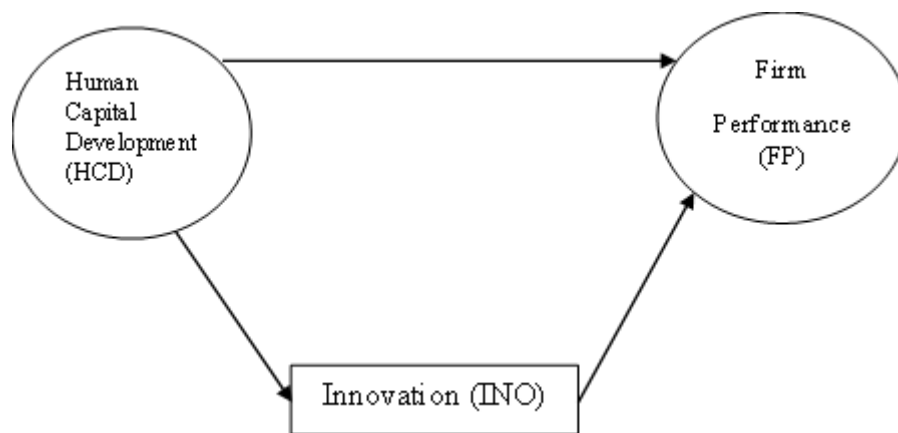
Figure 1: A Model of Conceptual Framework

Figure 1: A Model of Conceptual Framework

Strategic Human Resource Management Practices Dimensions



Source: Researchers' Creation



Theoretical Review

The Resource-Based View (RBV)

This study was underpinned by The Resource-Based View. The resource-based view according to Prime and Butler (2019), drawing from the works of Barney (1991) and later Penrose (2009), is a theory that suggests that a firm's competitive advantage is primarily determined by its unique resources and capabilities. It posits that firms can gain a sustained competitive advantage by possessing and leveraging resources that are valuable, rare, inimitable, and non-substitutable (VRIN). In other words, it emphasizes that a firm's internal resources, such as its technology, human capital, and brand, are more critical in determining its success than external factors. According to the Resource Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right place to ensure sustained competitive advantage. From a strategic perspective, the resource-based view, suggests that resource advantage of valuable knowledge, unique skill sets, and decision-making capability results in a firm's competitive advantage within the marketplace (Offstein et al., 2005). A major part of any firm's strength or weakness stems from the caliber of people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barriers to imitation" is at the heart of resource base thinking. In support of the Resource-Based theory, Neeraj (2012) revealed that firms that recruit and retain exceptional individuals have the capability of generating human capital advantage. The major focus is on how organizations' resources are developed and their effect on performance (Kayambi & Devi, 2012). Resources are valuable insofar as they allow the organization to conceive or implement strategies that improve its efficiency and efficacy. The RBV's main assumption holds that only resources that are valuable, rare, inimitable, and sustainable are capable of generating superior performance. Resource-Based View (RBV) theory is applied to justify the relationships between the study variables that stem from internal development; in such a process, the employees' sense of belonging to the firm will promote their commitment. Employee commitments increase when employees have a passion for what they are doing and willing to invest their skills and capacities for the organization's success (Meyer et al., 2013). Therefore, it is open to criticism that the RBV contains a theory of sustainability but not a method of competitive advantage (Rashidirad et al., 2015).

Empirical Review

Strategic Human Resources Management Practices and Employee's Commitment

Erna et al., (2022) examine Strategic Human Resources Management Practices and Employee Commitment. This paper aims to review the relationship between strategic human resource management practices and employee commitment. The findings show that strategic human resource management practices have a direct positive effect on employee commitment. Employees' commitment also have a role in mediating the relationship between strategic human resource management practices and human resource development and sustainable competitive advantage.

Main et al., (2021) examine Strategic human resource management practices and human capital development: The role of employee commitment. This paper studied the influence of strategic human resource management on human capital development through the mediation of employee commitment. A descriptive cross-sectional study design was used to collect data from 514 participants (medical staff) from five hospitals in northern Jordan. The hospitals involved were from different sectors, including governmental, private, and university hospitals. Several analysis methods were used in the study: Confirmatory Factor Analysis (CFA), discriminant validity, and composite reliability. Direct and indirect hypothesis testing was also utilized using Structural Equation Modeling (SEM). The study showed that the practice of strategic human resource management had a direct positive impact on employee commitment; the practice of strategic human resource management had a direct positive impact on human capital development; the impact of employee commitment on human capital development was positive and direct; employee commitment has a partial mediating effect between both of them.

Capacity Building and Employees Commitment

Cuong and An (2020) examine Training and Development, Job Satisfaction, Job Performance, Employee Retention. The study was carried out with respondents who have known the retention of young employee's factors in the organization in Vietnam or university students in economics. The authors used quantitative method which employed Multiple Linear Regression to investigate the hypotheses. The researcher gathered data from 351 people using a detailed questionnaire. The findings revealed that there is a positive relationship between training and development and young employee retention ($r = 0.599^{**}$, $p < 0.01$), a positive relationship between job satisfaction and young employee retention ($r = .561^{**}$, $p < 0.01$) and a positive relationship between job performance and young employee retention ($r = .517^{**}$, $p < 0.01$). The regression model showed that the predictor variables explain at least 43.8% of the variance in employee commitment (Adjusted R Square = .438). This study is one of the pioneers to extend the young employee retention debate to Vietnam organizations. It provides an explanation with empirical evidence by demonstrating that training and development, job satisfaction, and job performance extend a direct positive effect on young employee retention in the Vietnam organizations. The study also demonstrates that, in Vietnam organizations, job satisfaction and job performance help to partially transmit the effect of young employee retention. This study further builds a model that will help researchers and practitioners in investigating and explaining young employee retention in Vietnam organizations.

Recruitment and Employees Commitment

Grace et al., (2014) examine Employee Recruitment Strategies and Employee Retention. The general objective of this study is to analyze the effect of employee recruitment strategies on employee retention at Equity Bank, Kenya. The study adopted descriptive survey design and the target population consisted of all managers at the head office, and managers at branches (branch manager, operations manager, credit manager, customer service manager, agent manager, and relationship manager). The questionnaire was pre-tested on pilot respondents who are not part of the study respondents but knowledgeable in the study aspects in order to ensure their validity and relevance. Secondary data was extracted from annual reports, publications and documentary analysis was used to gather background information by reviewing literatures relevant to the study. The data collected was then analyzed using descriptive and inferential statistics. Cronbach's alpha coefficient was used to measure the reliability of the scale, which will be used to assess the interval consistency among the research instrument items. Employee recruitment strategies were found by the study to have a positive and significant effect on the employee retention at Equity bank in Kenya.

Selection and Employees Commitment

Farah et al., (2023) examine Recruitment, Selection, Career Development and Employee Performance. The purpose of the study is to ascertain and evaluate the impact of employee performance at Bank ABC Tanjung Karang on recruiting, selection, and career development. This study was carried out utilizing a quantitative methodology, and multiple linear regression models were used for analysis. Precisely 125 employees' responses

were used to get the data for this study. The findings demonstrate a positive relationship between employee performance and the recruiting, selection, and career development variables. Thus, employees are expected to be able to contribute to achieving company goals.

III. Research Methodology

Research Design

Research design is a framework that serves as a blueprint to study the research problem. Research design is very important because it directs the activities of an investigator and the manner in which an investigation is concluded and as well as dictate the level of validity of conclusion. A cross-sectional and ex-post facto research design was adopted for this study. This provides for using the survey method in the gathering of information in deciding the connection between the research variables from respondents at one point. This study used quantitative research method. Quantitative research is often conducted by using surveys or questionnaires for data collection.

Population and Sampling

The population of this study is made up of 325 staff of NHIA, Abuja (Establishment Department, 2023). This study uses probability sampling technique with stratified sampling approach for the data collection.

Sample Size

The sample size for the study was determined using Taro Yamene's statistical formula at 5% (0.05) margin of error (ME) and 95% (0.95) confidence interval (CI). This enables the researcher to get data about the population that can be generalized.

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

Where: n = The Sample size

N = the population of the study

e = level of significance (0.05)

$$n = \frac{325}{1 + 325(0.05)^2}$$

$$n = 179.$$

Therefore, the sample size for this study is 179 staff.

Table 1: Sampling Distribution using Bowley's Proportional Allocation Formula

| SN | Categories | Population | Sample per Category |
|----|------------------|------------|--|
| 1 | Management Staff | 128 | $nb = \frac{128 \cdot 179}{325} = 70.49$ |
| 2 | Senior Staff | 151 | $nb = \frac{151 \cdot 179}{325} = 83.2$ |
| 3 | Junior Staff | 46 | $nb = \frac{46 \cdot 179}{325} = 25.33$ |
| | Total | 325 | 179 |

Source: Computed by Researcher, 2023

Data Collection Methods

Primary data are obtained directly from the respondents to elicit information. This is the original information generated to address the research problem. The researcher made use of questionnaires to get responses from respondents. The questionnaire items are designed to provide the researcher with the necessary information about the recruitment, selection and capacity building practices. Questionnaire items are adapted from previous studies. These include: Recruitment "Organization emphasizes on improving employees' knowledge, Organization holds skill workshops for employees, Organization provides training to the employees, Organization encourages employees for continuous learning" adapted from Farzad and Saied (2017), "Recruiter shall be pious and just, Organization notifies job description comprehensively, Organization considers applicants' capability, Organization provides equal employment opportunity" adapted from Farzad and Saied (2017); Selection "Organization selects honest people for the job, trustworthiness is one of the main criteria for employing, selection being carried out in an honest, thorough and objective manner, the hiring of trustworthy employees and the improvement of quality are anticipated outcomes of the selection process conducted in accordance with good standards and procedures" adapted from Farzad and Saied (2017), Farah et al., (2023); and Capacity building "I do feel like part of the family at the organization, I feel happy to spend my career with this organization, leaving this organization would require considerable personal sacrifice that makes me to

continue to work, I feel that I would receive a lot of benefits from this organization” adapted from Alaeldeen and Mohd (2017). This study was measured on five-point Likert scale from 5 to 1, 5 strongly agree, 4 agree, 3 neutral, 2 disagree and 1 to strongly disagree.

Validity and Reliability: Reliability is a test of how consistently a measuring instrument measures whatever concept it is measuring, whereas validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure (Sekaran & Bougie, 2010). This study made use of composite reliability at reliability coefficient of 0.7.

Table 2: Construct Reliability and Validity

| Variables | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Employee Commitment | 0.818 | 0.860 | 0.889 | 0.728 |
| Recruitment | 0.912 | 0.973 | 0.938 | 0.791 |
| Selection | 0.902 | 0.902 | 0.953 | 0.911 |
| Capacity Building | 0.838 | 0.838 | 0.925 | 0.860 |

Source: SmartPLS v. 4.0.9.5

Table 1 showed the average variance extracted (AVE) of all the constructs being measured in this model scored AVE above the threshold of 0.5 indicating a high convergent validity. Convergent validity of a construct according to Hair et al., (2014), is the extent to which an indicator correlates with other items within the same construct. This is determined by researchers through Average Variance Extracted (AVE) in reflective indicators. Table 2 also shows that the reliability coefficient for all the variables for this study are greater than 0.7.

Table 3: Discriminant Validity

| Variables | 1 | 2 | 3 | 4 |
|---------------------|-------|-------|-------|-------|
| Employee Commitment | 0.853 | | | |
| Recruitment | 0.487 | 0.889 | | |
| Selection | 0.523 | 0.694 | 0.954 | |
| Capacity Building | 0.449 | 0.057 | 0.369 | 0.927 |

Source: SmartPLS v. 4.0.9.5

Discriminant validity as the name implies, is conducted to establish that a construct as used in a given study is dissimilar to other constructs (Henseler et al., 2016) within the same framework. Table 3 showed that discriminant validity was established since the square roots of the AVEs as highlighted in the diagonal are greater than correlations within the row as the column.

Data Analysis Methods

In this study, the data analysis method that was used is the Partial Least Square (PLS) Structural Equation Modeling (PLS-SEM) approach with the aid of SmartPLS v. 4.0.9.5 application software package v. 4.0. The partial least square structural equation model (PLS-SEM) was used to model the regression analysis used to test the hypothesis to determine if there is an effect on the relationship between each of the independent variable and the dependent variable. PLS-SEM is a Structural Equation Modeling (SEM) equation model based on components or variants. PLS-SEM is a more predictive model. PLS's goal is to help researchers for predictive purposes and can also be used to explain the presence or absence of relationships between latent variables.

Model Specification

The following model was developed to form a linear equation. $Y = \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$, where: Y = Employee’s Commitment, ϵ = Error term, β_1 to β_3 = Beta coefficient of variable X which measure whether there is responsiveness of Y to changes in X. X_1 = Recruitment, X_2 = Selection, X_3 = Capacity Building.

Data Analysis

Table 4: Internal Consistency and Convergent Validity Report

| Variables | Indicators | Factor Loading | Composite Reliability | Convergent Validity (AVE) |
|---------------------|------------|----------------|-----------------------|---------------------------|
| Capacity Building | CB2 | 0.818 | 0.881 | 0.712 |
| | CB3 | 0.868 | | |
| | CB4 | 0.843 | | |
| Employee Commitment | EC2 | 0.854 | 0.859 | 0.67 |
| | EC3 | 0.848 | | |
| | EC4 | 0.75 | | |
| Recruitment | RC3 | 0.91 | 0.887 | 0.798 |
| | RC4 | 0.876 | | |
| Selection | SL1 | 0.866 | 0.914 | 0.725 |
| | SL2 | 0.834 | | |
| | SL3 | 0.845 | | |
| | SL4 | 0.862 | | |

Source: SmartPLS v. 4.0.9.5. CB1, EC1, R1 and R2 were deleted

Based on the result of the research of Hair et al., (2019), the CR values should be equal to or greater than 0.7 while AVE should be higher than 0.5 which conditions are all met in table 4

Table 5: Assessing Path Coefficient and Hypotheses Testing

| Variables | Original sample (O) | Sample mean (M) | Std. Dev. (STDEV) | T statistics ((O/STDEV)) | P values |
|-------------------------|---------------------|-----------------|-------------------|--------------------------|----------|
| Capacity Building -> EC | 0.123 | 0.131 | 0.083 | 1.478 | 0.139 |
| Recruitment -> EC | 0.292 | 0.289 | 0.093 | 3.134 | 0.002 |
| Selection -> EC | 0.26 | 0.266 | 0.086 | 3.032 | 0.002 |

Key:CB–Capacity Building; RC-Recruitment, SL-Selection, EC- Employee Commitment

Source: SmartPLS v. 4.0.9.5

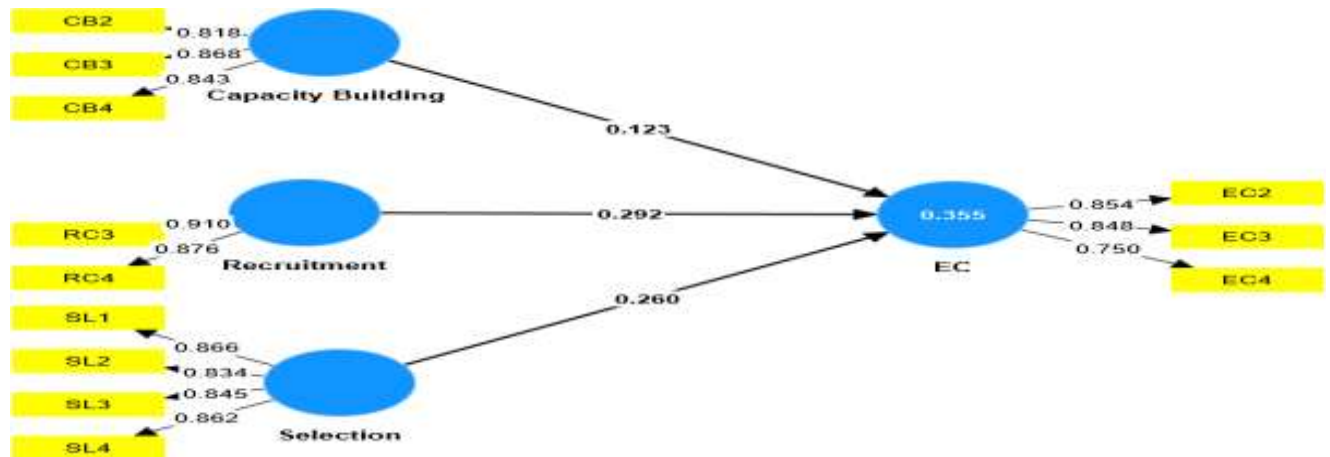
Note. Number of bootstrap subsamples for percentile bootstrap path coefficient: 5000.

Decision Criterion: Reject the null hypothesis (HO) when p-value < 0.05 significance level, fail to reject the null hypothesis (HO) when p-value > 0.05 significance level.

A bootstrapping command was carried out using SmartPLS v. 4.0.9.5 and the result displayed the path coefficient and the p-value in table 5 based on the direct relationships on two-tailed tests at 95% level of significance as postulated in the hypothesis. However, p-values in table 5 shows that there is no significant relationship between capacity building and employee commitment because the p-value of 0.139 was found to be greater than threshold of 0.05, recruitment indicated a significant effect on employee commitment because the p-values of 0.002 was found to be less than the threshold of 0.05 while selection revealed a significant effect on employee commitment because the p-values of 0.002 was found to be less than the threshold of 0.05.

Empowered employees are not necessarily committed employees but proper recruitment and selection leads to the engagement of likeminded individuals which tends to enhance commitment. Sometimes well empowered individuals can be high targets for poaching by the competition

Figure 2: Structural Model



Source: SmartPLS v. 4.0.9.5

Factor loading shows how well an item represents the underlying construct. According to Hair et al., (2014) indicators loading must be at least 0.708. Figure 2 showed the retained indicators of four variables of capacity building, recruitment, selection and employee commitment.

IV. Discussion Of Findings

The study found that capacity building had a positive but insignificant relationship with employee commitment. The study found that recruitment had a positive and significant effect on employee commitment. More so, the study found that selection had a positive and significant relationship with employee commitment. The findings suggest that in order to improve human resource commitment, managers need to improve on the quality of their recruitment and selection practices as well as the training and development of their staff.

V. Summary Of Findings, Conclusion And Recommendation

Summary of Findings

The study found that capacity building had a positive but insignificant relationship with employee commitment. The study found that recruitment had a positive and significant effect on employee commitment. More so, the study found that selection had a positive and significant relationship with employee commitment.

Conclusion

Firstly, on the relationship between capacity building and employee commitment, capacity building does not have any significant relationship with employee commitment, the findings of this study concluded that capacity building does not lead to increase employee commitment. Secondly, on the relationship between recruitment and employee commitment, the study also concluded that recruitment led to increased employee commitment. Thirdly, on the relationship between selection and employee commitment, the study further concluded that selection led to increase in employee commitment.

Recommendation

1. The management of NHIA should keep on improving productivity, superior products, and services quality, and maximizing or optimizing resources are the tangible outcomes of capacity building.
2. The management of NHIA should engage in looking for, locating, inviting, and selecting a large number of individuals from both inside and outside the organization as possible employees with specific traits.
3. The management of NHIA should engage in screening job applicants who best meet the criteria to occupy available positions within the organization.

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