HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE COMMITMENT IN TELECOMMUNICATION INDUSTRY IN BANADIR-REGION, SOMALIA

BY

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A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND MANAGEMENT IN THE PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER'S DEGREE IN HUMAN RESOURCE MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY

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DECLARATION

This thesis report is my original work and has not been presented for a degree or any other academic award in any university or institution of learning

Name and signature of candidate

_____

Date

_____

APPROVAL

"I confirm that the work reported in this thesis proposal has been carried out by the candidate under my supervision "

DR. WANDIBA AUGUSTINE

SIGN: _____   Date: _____

(SUPERVISOR)

DEDICATION

I dedicate this piece of work to my beloved parents and relatives for their contribution towards my education.

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First and foremost, I give honor and glory to the ALMIGHTY ALLAH who gave me good health, wisdom, knowledge and hope for the period of the study.

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LIST OF ABBREVIATIONS

HRM	-	Human Resource Management
RBV	-	Resource Based View.
HRMP	-	Human Resource Management Practice
PS	-	Personal Secretaries
FGDS	-	Focus Group Discussions
CVI	-	Content Validity Index
SPSS	-	Statistical Package for Social Science
PA	**-**	Public Administration

ABSTRACT

The study examined the effect of human resource management practices and employee commitment in Telecommunication Industry in Banadir Region, Somalia. The statement of the problem stated that majority of the telecom companies in Banadir are experiencing issues resulting from inappropriate application of HRM practices, Inappropriate HRM policies and practices of some of these organizations due to non-existence of HRM specialists. The study was guided by three specific objectives; (i) To establish the effect of training and development on employee commitment (ii) To examine the effect of employee engagement on employee commitment and (iii) To examine the effect of motivation on employee commitment. The study employed a descriptive research design. The study had a population of 250 and a sample size of 152 respondents. The study employed both purposive and random sampling techniques in selection of the study sample. The study used questionnaire and data was analyzed using descriptive tabulations using SPSS software. However the findings of the study revealed that HRM Practices have a significant effect on the commitment of employees of the telecom industry. The results from the regression analysis indicated that training and development significantly affects the level of commitment of employees in the telecommunications sector of Somalia, at the rate of 48.5% and this was indicated by the r-squared of 0.485, meaning that training and development significantly influence 48.5% on the level of employee commitment of the telecom sector. Regression analysis on the effect of employee engagement on employee commitment revealed that the employee engagement significantly affects employee commitment in the telecom sector, at a rate of 48.5% and this was indicated by the r-squared of 0.485, indicating that employee engagement significantly influences 48.5% on the employee commitment, while the Regression analysis results on the effect of motivation on employee commitment revealed that the motivation accounted for 53.4% on Employee Commitment of Telecom industry and this was indicated by r-squared of 0.534 implying that motivation significantly contributes on to employee Commitment of Telecom industry. The study findings conclude that; training and development has a significant effect on the commitment of employees of the telecom industry, employee engagement also has a significant effect on the commitment of employees of the telecom industry and motivation has a positive significant effect on the commitment of employees of the telecom industry. However, the study recommends that, there is a need to carry out research on the various methods of employee training and development best suited for their employees and the organization at large, there is also need that telecommunication organizations should ensure that the employee engagement system is consistent, and there also there is also need that the telecommunications industry should find out various kinds of motivation systems of employee best suited for the telecommunication industry in Somalia. Contribution of knowledge is set early expectations and gives frequent feedback.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study is about the effect of human resource management practices on employee commitment in telecommunication industry of Banadir-region, Somalia. This chapter is consisted of the background to the study, statement of the problem, objectives of the study, scope of the study, significance of the study and definition of key concepts.

1.2 Background to the Study

The background of the study is presented in four perspectives namely; historical, theoretical, conceptual and contextual.

1.2.1 Historical Perspective

During and after World War II, in-service training by employers became a common practice. The rapid changeover in industry from peace to war led to training schemes for semiskilled workers, for workers transferred to new jobs, and for women newly brought into industry. Thereafter, the rapid contemporary advance of technological change made training a necessity in almost all walks of life. At the operating level in industry and in public utilities, new techniques, new methods, new tools, new synthetics, new sources of power, and increased uses of automation have brought extensive changes in the past decades, and the rate of change tends to increase as time goes on. Comparable changes are taking place in the office with the extended use of computers and data processors, which provide for the storing and recall of information in amounts unknown 20 years ago (Dahama,2009). All of this brought about a new approach to training.

As well in the mid 1930's, the assessment of employee performance through employee anonymous surveys became commonplace. Although prior to that time there was the beginning of interest in employee attitudes, there were only a handful of studies published. Latham and Bud worth note that Uhrbrock in 1934 was one of the first psychologists to use the newly developed attitude measurement techniques to assess factory worker attitudes. They also note that in 1935

Hoppock conducted a study that focused explicitly on employee performance that is affected by both the nature of the job and relationships with co-workers and supervisors.

In the 1960s, both scholarship and practice shifted from design and administration of activities to managing a workforce for the accomplishment of organizational objectives. The shift in terms, from PA to HRM, signified a new way of thinking about the employees; they were now considered to be resources in an employing organization which needed to be managed jointly with other resources in order to achieve organizational effectiveness (Mahoney and Deckop, 2011). In addition, one began to see a more strategic view of the activities or practices as a whole, the overall objective of PA/HRM became more noticeable and was guided towards organizational effectiveness. Previously PA consisted of activities that were considered solutions to various but specific problems, like turnover, absenteeism, and job satisfaction. However, developments in the 1980s shifted the focus from problem solving to assessment of organizational outcomes. There was an increased focus on translating traditional HRM measures such as turnover, job performance, and training effectiveness into organizational relevant measures of cost and profit –thus relating HRM to organizational results. This new way of thinking about the management of the organizations' employees signifies the birth of a new research field, a research field focused on uncovering the potential of HRM (Ulrich, D Brock bank, et al, 2008).

In 1987, Guest introduced HRM as a new approach to personnel management, where it differentiated itself from more traditional ways of managing employees. This included greater involvement of line-managers and a strategic alignment with the company as a whole. Further, Guest emphasized HRM's contribution to flexibility, quality and employee commitment, which in turn would influence employee absence, turnover and work performance in a positive matter. This presumption was soon acknowledged by both practitioners and academics, contributing to the explosion of research and the renaming of employment positions and departments that followed (Boxall and Purcell, 2013). Faced with competitors who were simultaneously raising product quality, reducing production costs, and improving rates of innovation, some elements of western manufacturing simply disappeared, while others soon learnt that they could not rely solely on their marketing skills (Boxall and Macky, 2007).

1.2.2. Theoretical Perspective

This study was guided by one theory and that is; the human capital Theory and Maslow's theory.

1.2.2.1. Human Capital Theory

Human capital theory was initially well developed by Becker (1964) and it has grown in importance worldwide because it focuses on education and training as a source of capital. It is now widely acknowledged that one of the key explanations for the rapid development of Somalia is attributed to the adoption of HR practices

Human capital theory suggests that organizations develop resources internally only when investments in employee skills are justifiable in terms of future productivity (Becker, 1964; Tsang, Rumberger, & Levine, 2011). These theorists also raise the possibility that firms may internalize employment when they can do so without investing in employee development. However, if employee productivity is not expected to exceed investment costs, organizations likely will secure these skills from the labor market. The higher the potential for employee contribution, the more attractive human capital investments will be (Snell & Dean, 2012). Thus, human capital investment rests on a comparison of the expected returns of employee productivity. Moreover, HR systems constitute investments in human capital (Flamholtz & Lacey, 2011; Perry, 2010), and human capital with specific values to firms need different HR systems to manage and accumulate (Lepak & Snell, 2009)

Thus the human capital theory is relevant to the study as it does not only focus on employee skills and knowledge that enhance productivity of employees, but also the unique and valuable resource which can be accumulated by HR systems in Telecommunication Industry in Banadir Somalia. However, in Telecommunication Industry in Banadir-region, Somalia should recognize the core human capital, and be able to invest in it (Delery & Shaw, 2011). Lepak and Snell (2012) indicated that knowledge workers, those "people who use their heads more than their hands to produce value" (Horibe, 2009), are viewed as the uniquely valuable human capital. The most significant example is the R&D employee, whose knowledge and competency we called

R&D human capital. To justify the relationship between HR systems and human capital, we concentrate our attention on R&D human capital

1.2.2.2 Two-Factor Theory

In his Two-Factor Theory Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two elements or "factors" to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, status, job security, etc. Motivators are related to the characteristics of the job itself and they include challenging work, recognition, responsibility etc. According to the theory motivators and hygiene factors are non-exclusive.

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

1.2.3. Conceptual Perspective

Human resource management practices are the policies and procedure involving HRM aspects of Training and development, employee engagement, and work motivation (Dessler, 2007). In addition, Lee and heard (2010) proposed that Human resource management practices are the organizational assets that help organizations like telecom companies in Banadir, Somalia to maintain its effectiveness. They are considered important tools to change the employee attitude, behavior and job satisfaction, and the more important is an organizational commitment for the growth and development of telecom companies in Banadir region. Similarly HRM in Telecom companies in Banadir region are composed of policies, procedures, regulations, that determines employee behavior attitude and performance.

HRM Practices are policies and procedure that depicts the relationship between management and its employees (Beer dweller set al. 2014). In today's competitive environment of Somalia, employees in telecom companies in regions like Banadir are considered as very important in determining the success of telecom companies and have to retain them is also a challenge for the organization, the best way to compensate them an excess of their earnings (Sohail et al. 2011).

And Gerhart and Wright, (2007), defined Human Resource Management Practice is a system, a philosophy, policy and practices that can influence individuals that work in an organization. HRM practice activities include staffing, training and development, performance appraisal, employee engagement management, safety and health and industrial relations.

According to Huang (2010), HRM practices like Training and development, Employee engagement, and work motivation are one area that are influencing employees' intention to leave, levels of job satisfaction, and organizational commitment in telecom companies. Since the concept of HRM practice became popular in the early 1980s, there have been increasing academic interest in the concept as well as research in the area. Early models of HRM practice (Miles, & Walton, 2004; Guest, 2009) were largely conceptual and not based on substantial empirical evidence for their validity. The 1990s saw a substantial amount of empirical research carried out to find evidence on the link between HRM practices and performance. In recent years much of the research in the 1990s did in fact found statistical evidence for an association between HRM practices and commitment (e.g. Arthur, 1994; Huselid, 1995; Ichniowski, Shaw

and Prennushi, 2007). Researchers also have shown an increasing interest in the concept of HRM practices and in the link between HRM practices like Training and development, Employee engagement, and work motivation and employee commitment. Thus, a good HRM practice consist of a coherent set of practices that enhance employee skills and abilities, provide information, empowerment and participation in decision making, and motivation (Applebaum etal., 2010; Pfeffer, 2008).

According to Noe, Hollenbeck, Gerhart and Wright, (2007), performance is the act of executing a task assigned to individuals/employees at work place. However, in this, performance is perceived as the feeling a worker has about his or her job or job experience in relation to previous experience, current expectation or available alternatives. As well, Performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John and Lee 2000).

1.2.4. Contextual Perspective

In the global era, many researchers have pointed out that human resources management practices impact on the outcomes such as employee satisfaction, employee commitment, employee retention, employee presence, social climate between workers and management, employee involvement, employee trust, employee loyalty, organizational fairness (Edger and Geare, 2005; Paauwe and Richardson, 2007 and Storey, 2009). Some of the authors have indicated that these outcomes and HRM practices can lead to firm performance such as profits, market value of the company, market share, increase in sales, productivity, product service quality, customer satisfaction, development of products/services and future investments.

In the last ten years, organizations especially in Africa have been hit with the undisputable fact that the creation of competitive advantage lies in people. Organizations have increasingly recognized the potential for their people to be a source of competitive advantage. Not too long ago, so called HR functions was the preserve of "Personnel Managers" whose duties were to recruit and select, appraise, reward, train, promote and demote Edger and Geare, 2005. These superficial duties could be performed by any manager, it therefore never seemed necessary to employ an expert in the form of a human resource manager let alone create a whole department dedicated to HRM. Little attention was paid to human resource management issues and its impact on organizational performance. The emphasis on traditions and socio-cultural issues

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injected an element of subjectivity in "personnel manager" functions such as performance appraisal, promotion, demotion, and compensation (Richardson, 2007).

According to Noe et al. (2011) human resource management is critical to the success of organizations because human capital has certain qualities that make it valuable. In terms of business strategy, an organization can succeed if it has a sustainable competitive advantage (is better than competitors at something and can hold that advantage over a sustained period of time). Therefore, we can conclude that organizations need the kind of resources that will give them such an advantage. Employees are one of the most important assets of an organization as they contribute to its growth and success (Danish and Usman, 2010). Malik et al. (2010) concluded that in the era characterized by rapid and continuous change, knowledge capital must be retained in order for organizations to be productive and responsive to the needs of their stakeholders. Likewise, organizations as training and research institutions need to attract, retain and develop their employees.

Organizations need employees who are well trained and motivated so that they are committed to their work of conducting research and training for the development of the nations (Lew, 2009). Research literature has shown that effective application of some human resources management (HRM) practices enables organizations employees to be committed to their work for good performance of the organizations (Chen et al., 2009; Shahzad et al., 2008).

In today's competitive and rapidly changing business world, organizations especially in the service industry need to ensure maximum utilization of their resources to their own advantage; a necessity for organizational survival. Studies have shown that organizations can create and sustain competitive position through management of non-substitutable, rare, valuable, and inimitable internal resources (Barney, 1991). HRM has transcended from policies that gather dust to practices that produce results. Human resource management practices has the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on selecting, training skilled employees and directing their best efforts to cooperate within the resource bundle of the organization. This can potentially consolidate organization performance and create competitive advantage as a result of

the historical sensitivity of human resources and the social complex of policies and practices that rivals may not be able to imitate or replicate their diversity and depth.

Lately, organizations are focused on achieving superior performance through the best use of talented human resources as a strategic asset. HRM practices or strategies must now be aligned to business strategies for organizational success (Storey, 2009). No matter the amount of technology and mechanization developed, human resource remains the singular most important resource of any success-oriented organization. After all, successful businesses are built on the strengths of exceptional people. HRM has now gained significance academically and business wise and can therefore not be relegated to the background or left in the hands of non-experts. Attention must be paid to the human resources organizations spent considerable time and resources to select (Storey, 2009).

In fact, Ahmad and Schroeder (2003) found a positive influence of human resource management practices (information sharing, extensive training, selective hiring, compensation and incentives, status differences, employment security, and decentralization and use of teams) on organizational performance as operational performance (quality, cost reduction, flexibility, deliverability and commitment). In furtherance of this assertion, Sang (2005) also found a positive influence of human resource management practices (namely, human resource planning, staffing, incentives, appraisal, training, team work, employee participation, status difference, employment security) on organization performance.

In Somalia and like other parts of the world, training and development, engagement and motivation processes are practiced to some extent even though job placements in both public and private organizations are more or less affiliated to networking, clans and political inclinations. It is vital that organizations select people with the quality essential for continued success in this competitive global village. The only means of achieving this success is through proper recruitment, selection and placement practices. Hiring employee involves practices such as recruitment, selection, induction and placement form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood and James, 2016). In fact, the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best

candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Gamage, 2014).

The Telecommunications sector plays a dynamic role in the developed and developing economies; thus, these companies are expected to provide adequate communication services to communities, on a local and an international market basis with highly motivated and committed employees. Hence, Telecommunications companies are attracting and retaining highly committed staffs. As a result, this has required 'best practices' of HRM (Chen et al., 2009). Consequently, it is justified to conduct a study to examine the effect of HRM practices on employee commitment particularly referencing to Somalia Telecommunications sector context.

1.3 Statement of the Problem

A HRM practice has made significant inroads into the Somalia telecommunications industry. HRM Practices such as, training and development, employee engagement and motivation among others into telecommunication companies have been a matter of concern to many and needs attention (Windolf, 2016). Even though it is the wish of every organization to attract the best human resource in order to channel their collective effort into excellent performances, unconventional rewarding practices harm many businesses (Windolf, 2016). It has been observed that the performance output of employees of Telecommunication companies in Somalia is of prime concern to their managements as it affects performance and the development of the organizations.

Importantly, some of the employees who are not able to improve and adjust to their new working environment are laid off leading to employee turnover and this has affected the organization in terms of cost and productivity (Kelly 2016). For example; 40% of employees left their jobs voluntarily in 2013 within a period of six months of starting in the position, 42% of millennial change jobs at least every 1-3 years and $2 billion is lost annually due to employee turnover in Somalia per annum.

It is therefore, a common practice to see large organizations in Somalia set up a whole department for the sole purpose of managing human resources and train experts in the field to be in charge of HRM (Windolf, 2016). The enormous benefits of properly managing human resource cannot be over emphasized. However, the majority of the telecom companies in

Somalia are experiencing issues resulting from inappropriate application of HRM practices (Kelly 2016). Inappropriate HRM policies and practices of some of these organizations can be attributed to the non-existence of HRM specialists or HRM departments, thus attributing to the general poor sectoral performance. It is therefore with this backdrop that the researcher wishes to fill the gap in literature by establishing the influence of human resource management practices on employee commitment in telecommunications industry in Banadir-region. Somalia.

1.4 Purpose of the Study

The purpose of the study is to examine the effect of human resource management practices on employee commitment in telecommunication industry of Banadir-region, Somalia.

1.5 The Specific Objectives

The specific objectives of the study are to:

1. To establish the effect of training and development on employee commitment in Telecommunication Industry in Banadir-region, Somalia.

2. To examine the effect of employee engagement on employee commitment in Telecommunication Industry in Banadir-region, Somalia.

3. To examine the effect of work motivation on employee commitment in Telecommunication Industry in Banadir-region, Somalia.

1.6 Research Questions

In line with the research objectives, the following research questions were answered;

1. What is the effect of training and development on employee commitment in Telecommunication Industry in Banadir-region, Somalia?

2. What is the effect of employee engagement on employee commitment in Telecommunication Industry in Banadir-region, Somalia?

3. What is the effect of work motivation on employee commitment in Telecommunication Industry in Banadir-region, Somalia?

1.7. Hypothesis

Based on the research questions, the following hypotheses are formulated and will be tested empirically:

H_{O1}: There is a positive significant effect of training and development and employee commitment in Telecommunication industry in Banadir-region, of Somalia.

Ho_2: There is a positive significant effect of employee engagement on employee commitment in the Telecommunication industry in Banadir-region, of Somalia.

H_{O3}: There is a significant positive effect of work motivation on employee commitment in telecommunication industry in Banadir-region, of Somalia.

1.8 Scope of the Study

1.8.1 Content Scope

This study focused on establishing the effect of human resource management practices on employee commitment focusing on reviewing the effect of motivation, training and development, and finally employee engagement on employee commitment in telecommunication industry in Banadir-region, of Somalia.

1.8.2 Time Scope

The study focused on reviewing the related literature for a period of 5 years from 2014-2019. However, the actual data was collected in a period of 1 year from 2018 to 2019. This was because it was with in this period that most Telecommunications companies in Banadir-region, Somalia started endorsing HRM practices according to previous studies.

1.8.3 Geographical Scope

The study was conducted among the selected telecommunications companies in the Banadir Region of Somalia. This was because telecommunications companies in Banadir-region, Somalia had the necessary information about the study phenomena, and on top of it the place was selected due to security reasons of the research since the country is politically insecure.

1.9. Significance of the Study

The study would act as a database for researchers and other academicians on human resource management practices. This is because it would add on the existing literature on quality human resource management practices and employee performance.

The study would provide information to schools on the challenges of managing human resource management practices in ensuring the desired performance. This would assist in devising means of overcoming these challenges.

The study findings would act as a tool for developing a model that would help to enhance human resource management in organizations especially in relation to teamwork.

The findings would be beneficial to the theoreticians who can use the findings to modify their theories on human resource management policies.

1.10. Definition of Operational Key Terms

An employee- is an individual who is hired by an employer to do a specific job.

Job satisfaction- is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values.

Commitment - is a sort of bond between employee and the organization.

Training And Development- Training is the process of increasing the knowledge and skills for doing a particular job..

Employee engagement – is a fundamental concept in the effort to understand and describe both qualitatively and quantitatively, the nature of the relationship between the organization and its employees.

Employee motivation –is a critical aspect at the workplace which to performance of the department and even the company for achieving the organizational goals.

Affective commitment- refers to employees' perception of their emotional attachment to or identification with their organization.

Normative commitment-refers to the commitment of an employee towards organization when they fell they "ought" it to their organization to continue to work there.

Continuance commitment –refers to when an employee finds an organization to be positive and supportive, employee will have higher degree of continuance commitment..

CHAPTER TWO
LITERATURE REVIEW

2.0. Introduction

As chapter one outlined the background and objectives of this study including research questions as well research significance of the study, this chapter intends to present the theoretical and empirical literature reviews, knowledge and other information relevant to the theme of this study. As such, this chapter focuses on reviewing the scholars' views about the effect of effect of motivation on employee commitment, training and development on employee commitment and finally the effect of employee engagement on employee commitment in Telecommunications sector of Somalia.

2.1. Theoretical Review

The theory upon which this study was anchored by is the human capital Theory;

2.1.1. Human Capital Theory

Human Capital Theory Human Capital theory as has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory, according to Armstrong (2016) is that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. Armstrong and Baron (2005) and Armstrong (2016) proposed that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Dawn 2015; Armstrong, 2016). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital.

Armstrong (2016) explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between social capitals and generates the institutionalized knowledge which organizations possess.

Dawn (2015) comments that: People possess innate abilities, behaviors' and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of attracting, retaining, developing and maintaining the human capital they represent, (Armstrong, 2016). The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns. Armstrong points out clearly that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney (2014).

2.2. Conceptual Review

Figure1 below is a conceptual frame work of the study;

Independent variables   **Dependent variables**

HR Practices
➢ Training and Development
○ Training policies
○ Training design
○ Training delivery style
➢ Employee Engagement
○ Mentorship program.
○ Collaborations
○ Health and wellness.
➢ Work Motivation
○ Rewards and recognition
○ Flexibility
○ Trust

Employee Commitment
• Affective Commitment
• Normative Commitment
• Continuance Commitment

Source: Bakke, (2016), modified by the Researcher, (2019)

Silvestro (2002) proposed that employee commitment is the capability to stay in an organization. It is based on the ground that how much time is spent in the organization and to do the work for the organizations. Bettencourt, Gwinner, and Meuter (2001) suggested that commitment is the organizational citizenship behavior that shows employee commitment to organization through promotion of its interest. Commitment is considered as an employee's successful feelings regarding his organization and his believes toward the organization (Kaisiarz, 2011).

Employee empowerment determines the employees' perceived loyalty towards the organization (Farooq and Asgheriqbal 2013). Similarly Rasha , (2015) proposed that, recommendations used by employer can increase employee commitment through successful accomplishment of HRM Practices. Training and development, engagement and motivation are the important variables in determining employee commitment.

2.3. Review of Related Literature

According to the Armstrong (2006), the most valued asset for an organization is its people working there who individually and collectively contributes to the achievement of the objectives which he named Human Resource management All the management decision and practices in the organization are directly influenced by their people working in the organization.

Pfeiffer (1998) projected that a successful organization depends on seven HRM practices: employment security, selective hiring of new personnel, self-managed teams and decentralization of decision, comparatively high employee engagement contingent on organizational performance, extensive training, reduced status distinctions and barriers, performance information. Due to increase in the competition among the organizations, managers must be on constant lookout for ways to maximize the utilization of human resources for improving organizational performance.

HRM practices are the levers or mechanisms through which employee skills can be developed" (Park et al., 2003). Skills, attitudes, and behavior of individuals can be influenced and reshapes through HR practices and in this way there is no hurdle in achievement of organizational objective (Martinsons, 1995; Collins and Clark, 2003). The purpose of these HR practices is to enhance the retention of valuable employees by improving their knowledge, skills, and abilities of employees; boost their motivation; minimize or eliminate loitering on the job. The basics of these practices involves: employee recruitment and selection procedures; incentive employee engagement and performance management policies; and extensive employee training, participation and involvement in decision making.

Harel and Tzafrir (1996) found that through improvement of employees' skills and quality (selection and training) and through the increase of employee motivation (incentive employee engagement) organizational performance can be influenced. There is a huge increment in the organizational effectiveness and performance through these practices because it involves those activities which support the mission and objectives of the organization. The proper implementation of these practices also means a lot.

The firm human capital involves the acquisition and development of people. "Human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her productivity" (Garibaldi, .2006, p.154). The skillful employees are selected through a proper recruiting process from a large pool of applicants. Further employees development takes place through formal and informal training experiences, such as basic skill training, on–the-job experience, coaching, mentoring. Latter on the Assessments of employees skill is takes place through comprehensive training and motivation even high skilled workers will not perform effectively if they are not motivated. Major HRM practice involves: Selection & Recruitment, Training & Development, Performance evaluation, Promotion, Employee engagement & Social benefits and Grievances handling system.

2.3.1. Training and Development with Employee Commitment

Training is one of main HR activities in the organization and helps the firm to achieve its goals. According to Grossman and Salas (2011), training is an organized task of information, skills, and attitudes lead to enhancing commitment in a particular situation. Hence, next step follows

recruitment and selection is training and development of employees. This process should involve the new recruited and existing employees. However, careful selection of employees does not guarantee that the new staff will perform the tasks effectively, thus, firms should design and implement proper training programs for those employees in order to achieve the tasks assigned to them (Dessler, 2009). Training and development are designed to improve employee commit, competency level and ultimately leads to foster organizational performance.

In addition, training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein and Ford, 2002).Training and development activities allow organizations to adjust, be a competitor, advanced skills, innovate, develop, enhance employees safety, expand service, and reach firm's goals (Salas et al., 2012). Consequently, any organization strives to compete in the global economy, differentiation on the basis of the skills, knowledge, and motivation of their workforce must realize the importance of training and development and its impact on employees and organizational commitment (Aguinis and Kraiger, 2009). To remain competitive, organizations must ensure that their workforce continually learns and develops regardless of the cost of learning (Salas et al., 2012). Similarly, Della-Torre and Solari (2013) have revealed that the perceived employee and organizational performance were positively related to effective training practices.

Prior scholars have found empirical evidence of the influence of training and development on organizational productivity and mutual benefits for employer and employees commitment (Conti, 2005; Ballot et al., 2006; Dearden et al., 2006; Konings, 2008; Rugimbana and Akong'o Dimba, 2010; Ayanda, 2011; Georgiadis and Pitelis, 2012; Omolo et al., 2013).

In the context of Palestine, there are a few studies examined the impact of firm-provided training on performance in Palestine (e.g., Al-Madhoun and Analoui, 2002; Al-Madhoun and Analoui, 2003; 2004; Al-Madhoun, 2006). Based on the above discussion, training and development are essential for the employees' commitment and organizational success. Hence, organizations must realize the importance of training and development and adopt a continuous learning perspective; the organization should constantly update its employees' knowledge and skills to stay on cutting edge in order to maintain a competitive edge as a way to improve on their morale. Thus,

inadequate or unwell-designed trained employees are important obstacles to firm's success and are most likely to desert from the company.

Furthermore, the organizational performance has been greatly affected by the way training is designed, provided, and executed. The knowledge and skills of workers acquire through training have become important in the face of the increasingly rapid changes in technology, products, and systems. Most organizations invest in training because they believe that higher performance will result (Alliger, et al. 2007, Kozlowski, et al. 2000). However, the theoretical framework for the relationship between training and employee commitment has been subject to considerable debate. Devanna and Tichy (2004) proposed a model which emphasizes the interrelatedness and coherence of human resource management practice (HRMP) and Employee commitment. According to their model, training and other HRM activities aim to increase individual Knowledge and skills as a way of rewarding him / her and in return, this is believed to lead to higher retention; thus commitment.

Guest (1987) developed a theoretical framework to show how HRM practices can affect human resources and organizational outcomes. The strength of Guest's model is it is a valuable analytical framework for studying the relationship between HRM policies and organizational performance, because it is expresses pathways for more careful, clear and ease of empirical testing. However, he saw employee commitment as a vital outcome, concerned with the goals linking employees with firm performance as the goal of quality is important to ensure the high quality of products and services. Therefore, training and development policy play an important role in HRM and contribute to improved strategic integration, employee commitment, flexibility and quality. HRM outcomes can then lead to high job performance, high problem solving activity, high cost effectiveness, and low turnover, reduced absences and fewer grievances due to the high levels of commitment attained through training.

Most employees have some weaknesses in their workplace skills. A training program allows you to strengthen those skills that each employee needs to improve (Bahal, 2000). A development program brings all employees to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks (Rama, 2003). Providing the necessary training creates an overall

knowledgeable staff with employees who can take over for one another as needed, work on teams or work independently without constant help and supervision from others. And this helps to boost the morale of employees at work thus employee retention (Wentling, 2002).

An employee who receives the necessary training is better able to perform her job. She becomes more aware of safety practices and proper procedures for basic tasks. The training may also build the employee's confidence because she has a stronger understanding of the industry and the responsibilities of her job (wentling 2003). This confidence may push her to perform even better and think of new ideas that help her and the organization to excel.

A structured training and development program ensures that employees have a consistent experience and background knowledge (Dark, 2007). The consistency is particularly relevant for the company's basic policies and procedures (Etling, 2003). All employees need to be aware of the expectations and procedures within the company. This includes safety, and administrative tasks. Putting all employees through regular training in these areas ensures that all staff members at least have exposure to the information, which in turn increases their consistency, thus breeding into high levels of employee retention (Raab, 2007).

Employees with access to training and development programs have the advantage over employees in other companies who are left to seek out training opportunities on their own (Olmsted, 2010). The investment in training that a company makes shows the employees they are valued. The training creates a supportive workplace (Rogers, 2007). Employees may gain access to training they wouldn't have otherwise known about or sought out themselves. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs, hence too much commitment is realized (Kirkpatrick, 2006).

If shortcomings and weaknesses are addressed, it is obvious that an employee's performance improves. Training and development, however, also goes on to amplify your strengths and acquire new skill sets (Island, 2013). It is important for a company to break down the training and development needs to target relevant individuals (Rama, 2003). If I can draw examples from my organization, every department has targeted training groups. These generally revolve around product development training, QA training, PMP among others where internal and external process experts facilitate various programs (Bowen, 2003).

2.3.2. Employee Engagement and Employee Commitment

Employee engagement refers to consideration that is paid to an individual who is working for the organization. Employee engagement for internal employees is managed by employee engagement system of the organization which in turn plays an important role in fostering employees' commitment and increases their loyalty (Kramer and Briffault, 2011). Organization's strategy and business requirements are the main determined of employee engagement practices (Boyd and Salamin, 2011). Similarly, there are different factors may effect on the individuals' incentives based on their necessity, education, social position, or environments (Gerhart and Rynes, 2003).

According to Dubrin (2008), maintaining and establishing an effective employee engagement system is an important function for the organization. Hence, linking employees' commitment with employee engagement system leads to an overall firm's performance. Therefore, workers should be offered rewards, incentives, and social benefits in order to motivate them to better commitment level.

Effective employee engagement can generate as important role for employee Commitment. A good employee feel that value of the company is working for the also enhance the batter work they are wellbeing. Taken seriousness by their employee and their career self-assessment also taking care by their commonalty employee are the big part of organization like engine of the organization which else and fund the reward knows organization scan attain any objective with its employee (Akerale,1991) also blame the productivity of the workers on several factors provide adequate failure employee engagement for hard work (Mark and ford 2001) Mention the real success of organization from employee from employee willingness to use their creativity and among how the employee increases the positive employee inputs and rewards practices in place.

According to (Hasiban 2003) that job satisfaction effects the level of employee Commitment which means that satisfaction derived from therefore declaration of employee so good so that if job satisfaction is mean moral decline and support of the organization objective (Hasbuan;2013).

Arguments that have five factors that have increases job satisfaction position ranks age financial guarantee and influence job satisfaction consist on psychology factor and social factor. A pay is the key determination but experience rewards is study indicate more complex and difficult. Another study impact of pay menagerie level that may be tailed to satisfy the key motivational rewards for effective Commitment (Olce 2003; Olce 2007).

Reward is the most important element to eliminate employee for paying their best efforts to generate the innovation and the new ideas in cress the company Commitment financial and noon financial Dewhurst et al (2010) relationship of the manager supervisor reward power positivity linked with employee Commitment more productivity, satisfaction and turnover and organization citizenship behavior (More & Hunt 2008; Jahangir, 2006).

Dee prose (2014) says that motivation of employee productivity can enhance effective recognition which provides the result improve the Commitment of organization. He entire second of the organization that the employee motivated to assessment the Commitment of job employee engagement abacus at all 2003). The ability to organization is accommodates the needs employees their Commitment. Inside the commitment towards their organization and their work play a critical role (Eisenbegal 2012).

Performance related pay directly impact the workers commitment creating the output through pay and workers has more able to give pay structure according to the performance (Sheer, 2004) some results for their expected tree sampling allocated to price fixed rate. The role of employee commitment linking to bounces tom improves the productivity (Bandied et al, 2007). The relation of pay and commitment is dirtily linking, since a worker has a fixed pay in a period of time and give incentive for their good performance. This therefore breeds into high levels of employee commitment.

According to Brown and Reilly, (2011); the elements of reward management within a business organization are all the things that they use to attract potential employees into their business which includes salary, bonuses, incentive pay, benefits and employee growth opportunities such as professional development and training opportunities. Having a reward management system in place provides the business with many advantages, especially in small to medium size organizations where the managers must have a good relationship with the employees. Reward

programmes have proved to be very successful in motivating employees and in turn increase the Commitment of the organization as a whole. And below are the effects of rewards on employee Commitment.

Employees are motivated by a workplace atmosphere of mutual respect. A reward emphasizes your respect for your employee and encourages fellow employees to show respect to each other. When the team is united, the lines of communication are open, and employees are likely to share good ideas and put forth additional effort in the interest of the company's success. The Business Research Lab points out that rewards motivate employees to see the company's mission as their own. Instead of working for his own financial benefit, an employee who is amply rewarded is more likely to personalize the company mission (Bartol, 2002).

An employee who has been rewarded is often more motivated to remain with the company. It can cost a business quite a bit to deal with the loss of old employees and the training of new ones. Rewards, given to employees who are considering leaving the company, may increase your employee retention statistics and decrease your long-term training costs (Srivastava, 2012).

A good manager can encourage an employee to work harder and better from time to time, but a reward can go a long way toward building employee self-motivation. According to Carter McNamara, writing for the Free Management Library, the most effective rewards are tailored to an employee's needs. When deciding what kind of rewards to give to employees, think of their needs. An employee with children, for example, may be highly motivated to achieve more in the workplace if you offer him additional time off to spend with his family (Brown and Reilly, 2011).

A reward system will reduce absenteeism in the organization. Employees like being rewarded for a job well done and if there is a reward system in place, employees will be less likely to be ringing in sick and not showing up for work. Also by having a reward system in place the employees will be clearer about the targets and goals of the organization as they will be rewarded when reach certain targets. So by having a reward system as an incentive they will be less likely to be absent from work (Abiola, 2014).

A reward system will increase the employee's loyalty to the organization. By a reward system being in place the employee feels valued by the organization and knows that their opinion matters. If an employee is happy with the reward system, they are more likely to appreciate work place and remain loyal to the organization.

Having a reward system in place providing employees with incentives and recognition will boost their morale. By encouraging employees to meet goals and targets it gives them clear focus and purpose which will their morale. By the employees morale being boosted this will increase the morale of the entire organization. This is all down to a reward system in the organization (Agwu, 2013).

2.3.3. Work Motivation and Employee Commitment

According to Huczynski and Buchanan (2007), Motivation is a combination of goals towards which human behavior is directed; the process through which those goals are pursued and achieved and the social factors involved. This is the overall return from the work. Every person asks for return from the organization before involving in any type of activities, which is termed as the Motivation. It attracts a worker's attention and inspires him/her to perform the task. Moreover, a Motivation is a pay-off for performance which is directly concerned with the level of motivation and performance.

Employee job satisfaction has become one of the significant indicators in determining organizational performance and success (Wall, Michie, Patterson, Wood, Sheehan, Clegg, and West, 2004). Employees however, in higher public institutions of learning in Uganda continue to exhibit levels of poor performance such as withholding students' results, strikes, absenteeism, turnover, disregard for managers and late submission of students' results (Terry, 2005). Employee job satisfaction is influenced by a number of factors and these include Motivation systems, job satisfaction and organizational commitment (Sims 2002).

In most organizations poor Motivation systems lead to lower employee performances and in turn produce very low organizational commitment (Caruth and Handlogten, 2001). Employees who perform are more likely to be productive, effective performers and committed to the organization. Research has shown that better employee motivational techniques improves employees' organizational commitment, performance and creativeness, and reduces absenteeism

and turnover (Oshagbemi, 2010). Motivation systems are made up of compensation, incentives and benefits provided for the employee as a Motivation for their contribution to the organization (Sims 2002). Poor Motivation packages are seen by employees as a source of unfairness in the system which causes the employees to become dissatisfied with their jobs resulting into lack of commitment thus affecting their overall performance (Bratton and Gold, 2007).

Motivation management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. As a result of these pressures, HR managers seek to design Motivation structures that facilitate the organizations strategic goals and the goals of individual employees. Motivation management is concerned with the formulation and implementation of strategies and policies that aim to Motivation people fairly, equitably and consistently in accordance with their value to the organization. Motivation management consists of analyzing and controlling employee remuneration, compensation and all of the other benefits for the employees. Motivation management aims to create and efficiently operate a Motivation structure for an organization. Motivation structure usually consists of pay policy and practices, salary and payroll administration, total Motivation, minimum wage, executive pay and team Motivation.

Motivation systems are very crucial for an organization (Maund, 2001). Motivations include systems, programs and practices that influence the actions of people. The purpose of Motivation systems is to provide a systematic way to deliver positive consequences. Fundamental purpose is to provide positive consequences for contributions to desired performance (Wilson, 2003). The only way employees will fulfill the employers dream is to share in their dream (Kotelnikov, 2010). Motivation systems are the mechanisms that make this happen. They can include awards and other forms of recognition, promotions, reassignments, non-monetary bonuses like vacations or a simple thank you.

When employees are Motivated, they get work done. Employers get more of the behavior they Motivation, not what they assume they will automatically get from employees. Thus when employees surpass their target or exceed their standard they should be Motivated immediately as a way of motivating them. By doing this, employees directly connect the Motivation with

behavior and higher performance they have attained. Effective Motivation systems should always focus on the positive reinforcement. Positive reinforcement encourages the desired behavior in www.ccsenet.org/ijbm International Journal of Business and Management Vol. 8, No. 21; 2013 organizations. This encourages employees to take positive actions leading to Motivations. Motivation programs should be properly designed in the organization so as to reinforce positive behavior which leads to performance (Torrington and Hall, 2006).

According to Brown and Reilly, (2011); the elements of Motivation management within a business organization are all the things that they use to attract potential employees into their business which includes salary, bonuses, incentive pay, benefits and employee growth opportunities such as professional development and training opportunities. Having a Motivation management system in place provides the business with many advantages, especially in small to medium size organizations where the managers must have a good relationship with the employees. Motivation programmes have proved to be very successful in motivating employees and in turn increase the performance of the organization as a whole. And below are the effects of Motivations on employee performance.

Employees must know that hard work and a high level of achievement will be motivated financially. According to Microsoft's Business website, a policy that offers incentives in exchange for achievement can motivate all employees to prove their worth. When worker productivity goes up, the bottom line often increases far in excess of the monetary Motivations distributed (Bandura, 1999).

Employees are motivated by a workplace atmosphere of mutual respect. A Motivation emphasizes your respect for your employee and encourages fellow employees to show respect to each other. When the team is united, the lines of communication are open, and employees are likely to share good ideas and put forth additional effort in the interest of the company's success. The Business Research Lab points out that through employee Motivation, employees can see the company's mission as their own. Instead of working for his own financial benefit, an employee who is amply motivated is more likely to personalize the company mission (Bartol, 2002). An employee who has been Motivated is often more motivated to remain with the company. It can cost a business quite a bit to deal with the loss of old employees and the training of new ones.

Motivations, given to employees who are considering leaving the company, may increase your employee retention statistics and decrease your long-term training costs (Srivastava, 2002).

A good manager can encourage an employee to work harder and better from time to time, but a Motivation can go a long way toward building employee self-motivation. According to Carter McNamara, writing for the Free Management Library, the most effective Motivations are tailored to an employee's needs. When deciding what kind of Motivations to give to employees, think of their needs. An employee with children, for example, may be highly motivated to achieve more in the workplace if you offer him additional time off to spend with his family (Brown and Reilly, 2011).

A Motivation system will reduce absenteeism in the organization. Employees like being motivated for a job well done and if there is a Motivation system in place, employees will be less likely to be ringing in sick and not showing up for work. Also by having a Motivation system in place the employees will be clearer about the targets and goals of the organization as they will be Motivated when reach certain targets. So by having a Motivation system as an incentive they will be less likely to be absent from work (Abiola,. (2004).

A Motivation system will increase the employee's loyalty to the organization. By a Motivation system being in place the employee feels valued by the organization and knows that their opinion matters. If an employee is happy with the Motivation system, they are more likely to appreciate work place and remain loyal to the organization

Having a Motivation system in place providing employees with incentives and recognition will boost their morale. By encouraging employees to meet goals and targets it gives them clear focus and purpose which will their morale. By the employees morale being boosted this will increase the morale of the entire organization. This is all down to a Motivation system in the organization (Agwu, 2013).

2.4. Related Studies

HRM practices have often been referred to as high involvement work practices. Lado and Wilson (1994) define a system as "a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human

resources". Thus, a strong HRM system can be a set of practices that enhance "employee skills and abilities provide information, empowerment and participation in decision making, and motivation" (Applebaum etal. 2008).

Broadly there are large number of studies has been conducted regarding HRM practices from which most of the studies focus upon the manufacturing sector western organizations. Few number of studies has been conducted which focus upon the exploration of HRM practices in term of Asian perspective (Zheng, Morrison and O'Neill, 2006; Li, 2003). In manufacturing sector HRM can be considered as important element but if we compare manufacturing sector with services sector then we came to know that it is most important determinant of productivity in service sector as compare to manufacturing sector.

Less number of scholars focus on research related to HRM in service sector organizations but in today's digitalize world service sector got more importance as compare to manufacturing sector. Parking ton& Schneider (2009) argues that providing service face to face in service sector organizations brings closer both employees and customers which leads toward a direct relationship among the employees of organizations and the customers of organization and this direct relationship shows the importance of HRM in service sector organizations.

Lew (2009) argue that employees have an important and strategic role in enhancing university positioning in significant fields such as quality of research, academic reputation, and community service by increasing research contribution to the community and preparing their students to be leaders for future. Therefore, best practices of HRM stimulate university employee's performance which in turn promotes university performance. Thus, universities realize the importance of stimulating university employee's performance;

The changing environment of technology, globalization, and demands of customers not only revolutionize the organizations but also create extreme competition among them. In order to compete with these organizations need to be implementing such Practices that differentiate it from others (Fanelli and Medhora, 2008). HRM is the strategic approach towards the most valued assets of the organization like people working who take part in achieving the strategic goals of the organization (Armstrong, 2006). HRM Practices are considered as an important

element in the success of an organization (Stavrou-Costea, 2005). HRM Practices such as training, employee engagement s, working environment and employee's security helps a lot to improve firm's performance and the productivity of its employees (Lee and Lee, 2007).

A number of studies have been conducted on manufacturing sectors but if we compare it with service sector then we come to know that huge productivity in the service sector as compare to manufacturing sectors. Face service in services organization closer the employees and customer which is very important in HRM in a service organization (Parking ton and Schneider, 2009). HRM Practices are policies and procedure that depicts the relationship between management and its employees (Beer dweller set al. 2014). In today's competitive environment employees are considered as very important in determining the success of the organization and have to retain them is also a challenge for the organization, the best way to compensate them an excess of their earnings (Sohail et al. 2011).

2.5. Research Gap

This study examines the effect of HRP practices on employee commitment in telecommunication sector of Banadir Somalia. However, how the study failed to assess the impact of reward system on employee commitment in Telecom companies in Banadir region and also left to examine how job security is a significant predictor of both affective and continuance commitment. In general, there is little research examining the impact of human resource practices on multiple dimensions of commitment. This study therefore filled this gap by looking at how different human resource management practices impacts on employee commitment.

Furthermore, a central theme within the human resource management literature concerns the identification of Human resource practices like; Training and development, Employee engagement and Work motivation that enhance both organizational performance and employee commitment. Research in this area is driven by efforts to find links between these practices and level of outcomes, such as Affective commitment , Normative commitment, Continuance commitment which will lead to higher productivity, lower turnover, low rates of absenteeism and higher levels of financial performance (Arthur, 2014; Huselid, 2006). Research exploring the impact of these human resource practices on employee commitment is considerably more limited (Guest, 2009). Yet, there is an implicit assumption within the literature that these human resource practices may be applied both across and within organizations, yielding desirable firm level outcomes and employee behaviors.

CHAPTER THREE
METHODOLOGY

3.1 Introduction

This chapter describes the main research methods, techniques and procedures that will be used in conducting this research. It includes the research design, area of study, targeted population, methods of data collection and methods of data analysis. Also the chapter highlights the issue of validity and reliability.

3.2 Research Design

This study embraced a descriptive research design based on a quantitative approach. The descriptive design was used to obtain data on what exists and describe the situation with respect to the variables of research (Murphy, 2013). This research design was employed because it is more logical, systematic and sensitive to quality of data (Harwell, 2010). Therefore, the descriptive design in this study design was useful for describing how human resource management practices and employee commitment affects among Telecommunications organizations.

3.3 Research Population

The target population of this study was 250 employees from the selected Telecommunications Companies in Banadir-region, Somalia who were randomly and purposively selected from the various employee categories at the selected Telecommunications Companies. These categories included; Personnel Secretaries (PS) 42, Human resource staff (21), Marketers (66) and Heads of Departments and Sections (19), Accounts Section (35), Supervisors (28) and finally Customer care officers (39).

3.4 Sample Size

In view of the nature of the target population where the numbers of employees were many, a sample size was taken from each category. The study had a target population of 250 respondents; from sample random sampling technique was selected 152 employees.

Table 1: Respondents of the Study

Category	Target population	Sample Size	Sample Technique
Personal Secretaries (PS)	42	33	Random
Marketers	66	45	Random
Human resource staff	21	07	Purposive
Head of Departments and Sections	19	13	Random
Accounts Section	35	26	Random
Supervisors	28	13	Random
Customer Care Officers	39	15	Random
Total	**250**	**152**	

Source: Krejcie and Morgan 1970

From the table 2 above; the target population was 250 respondents; and the sample size of 152 respondents determined using random sampling techniques.

3.4.2. Sampling Techniques

For the purposes of this study, the study employed a random sampling technique to select the sample from the total population where the sample population was picked at random from the entire study population. Random sampling technique was used because it gave each respondent an equal chance of being selected. And this procedure was also less costly and time saving.

3.5 Sampling Procedure

Random sampling technique was used to select the respondents included in the sample. Random sampling technique is a technique that identifies sub groups in the population and their proportions and select from each group to form a sample adapted (Amin, 2005). It groups a population into separate homogeneous sets that share similar characteristics as to ensure equitable representation of the population in the sample. It aimed at proportionate representation with a view of accounting for the difference and similarities in the group characteristics.

Random sampling technique was used to ensure that the target population was divided into different homogeneous groups and each group was represented in the sample in a proportion equivalent to its size in the accessible population.

3.6 Data sources

3.6.1 Primary Data

Amin (2003) defines primary data as data gathered from the original source. This was got from the field through the use of questionnaire and interview schedule to respondents. The likely advantage of this data was more up-to-date than data obtained from published sources. However, it's expensive to collect.

3.7. Data Collection Methods

3.7.1. Questionnaire

Self-Administered Questionnaires

The researcher used self-Administered questionnaires in generating some of the information from the respondents. The questionnaire comprised of close ended questions. The use of structured questionnaire guaranteed reliability of questions and answers from the respondents. Anonymity makes respondents prefer questionnaire. Obtaining data from participants with different methods and experience helped to prevent information bias and thus increasing credibility regarding the information collection. And in this case 125 questionnaires were distributed to the concerned respondents, and these questionnaires contained both closed and open questions designed according to the theme and objectives of the research to facilitate coding and data analysis.

A five-point rating scale was used when developing the questionnaires (1= strongly agree, 2=Agree, 3= Not Sure, 4= Disagree, and 5= strongly Disagree because the scale had a robust characteristic. This was to allow respondents to respond boldly and frankly to questions and enabled collection of vast amounts of data in a short time and was less expensive (Amin, 2005).

3.7.2. Interviews

These were used to gather information using face to face conversations between the researchers and purposely selected key informants involved in the study about the study phenomena. The use of this method was to help the researcher in carrying out in depth interviews from the key informants so as to acquire in-depth information relating to HRM Practices in Telecommunication industry in Banadir region of Somalia. The key informants are officials and employees from the selected Telecommunications companies in Banadir-region, Somalia .These were further used to affirm the information given in the interview conducted.

3.8. Validity and Reliability

3.8.1. Validity

According to Carole and Almut (2008), validity is often defined as the extent to which an instrument measures what it purports to measure. According to Amin (2005), content validity refers to the degree to which the test actually measures or is specifically related to the traits for which it was designed. The content validity is determined by expert judgment which requires experts in the area covered by the instrument to assess its content by reviewing the process being used in developing the instrument as well as the instrument itself and thereafter make judgment concerning how well items represent their intended content area. Therefore, the content validity ratio was used to calculate the Content Validity Index using the formula;

$$\textbf{CVI} = \frac{\text{Total Number of items declared valid}}{\text{Total Number of items in the Instrument}}$$

$$= \frac{108}{125} \qquad = \textbf{0.864}$$

For an instrument to be accepted as valid, this average index should be 0.7 or above (Amin, 2005)

3.8.2 Reliability

Reliability addresses the replicability of results (Golafshani, 2003). Weiner, (2007) defines reliability as the degree to which a measurement technique can be depended upon to secure consistent results upon repeated application. Amin, (2005) argues that internal consistency is a commonly used form of reliability.

Therefore, the reliability of research instrument concerns the extent to which the instrument yields the same result on repeated trails. Reliability refers to the consistency of measurement and id frequently assessed using test and re-tests reliability method. Reliability was increased by including many similar items on measure by testing diverse sample of individuals and using uniform testing procedure. Reliability was further enhanced through use of instrument triangulation technique. This is an acceptable method in survey research that is qualitative in nature (Mugenda 1999). The reliability of the questionnaire was tested using the Cronbach's Alpha Coefficient as below;

Table 3.3: Reliability Statistics

Variable	Anchor	Cronbach Alpha Coefficient	CVI (Content Validity Index)
Accounting Information System	5-point	0. 8331	0.7982
Financial performance	5-point	0.8634	0.8221

Source: Primary data computed, (2019)

Since all Content Validity indices for all experts and Alpha coefficients were above 0.7, then the items/questions selected for the study were relevant to the study variables Amin (2004).

3.9. Procedure of Data Collection

Primary data was collected using both qualitative and quantitative methods. However, it was noted that care and thought are given in the application of these methods since this study had taken a two case study dimension. All sources were in general treated and assessed as of high quality and the diversity of sources and nature of records was in accordance with the multifaceted and holistic approach of this thesis.

Secondary data was collected from journals, articles, books and authors that were written about the same topic and related literatures and topics of the different authors and researchers. For purposes of this study, secondary data was collected through the use of a literature survey. Under this method both published and non-peer reviewed materials such as books, reports, articles, documents, journals and internet resources were used. The literature survey further provided a useful background to compare the two study variables under investigation in selected ideal situations of the researchers' concentrations.

3.10. Data Analysis

3.10.1. Data Processing

After gathering data, processing was done which involved editing, rewriting and summarizing of all responses. Editing included checking the responses to ensure that relevant questions had been answered. Data collected from field was coded and entered into a computer using the Statistical Package for Social Science (SPSS).

3.10.2. Data Presentation

The data was presented in table formats to allow further analysis with the help of statistical package for social science (SPSS) to come up with clear tables showing correlation and regression.

3.10.3. Data Analysis

After data presentation, it was subjected to further analysis for easy understanding and interpretation where quantitative data was analyzed. To describe the characteristics of the population, Statistical Package for Social Science (SPSS) was used to generate tables that were used to interpret and discuss of the findings. To answer the research objectives, frequency tables were generated. To analyze each variable the frequency, mean scores from statement under which respondents were requested to tick a long a continuum of strongly disagree (1) to strongly agree (5) were determined from the respondents. Therefore, the wingman's regression will be used for the effect of human resource management practices on employee commitment. The data gathered from the interviews, related documents from pervious researches and organization document were used to support results in the data analysis and interpretation. The interpretation from the data analysis was used to draw conclusions and make recommendations.

3.11. Ethical Considerations

The researcher was required to obtain an introductory letter of authorization from the university which introduced him to the study stake holders for data collection.

The participants that were interviewed were asked to assign a sign-off sheet to prove that they had fully accepted to take part in this study with their consent. In the sign-off sheet, the researcher provided contacts for participants to request for any further information that they were needed regarding this study.The researcher assured the participants about confidentiality and that the information given to the researcher was only used for purposes of this study.

The researcher also ensured that the research process was devoid of any strenuous psychological or physical risks.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1. Introduction

This chapter presents the findings in relation to the research objectives established earlier on in Chapter One. The data collected from the field was processed and analyzed quantitatively. The quantitative approaches used in analysis provided more clarification on explanations on quantitative data and information summarized to show the responses of the respondents. All these findings were interpreted and presented, through re-examining research objectives.

4.2. Response Rate

Of the 152 questionnaires distributed, only 115 were received and 37 questionnaire copies were not brought back from the respondents due to unforeseen circumstances. Thus contributing to a response rate of 75.65%.

This response rate was found to be satisfactory since according to Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.3. Demographic Characteristics of the Respondents

4.3.1. Gender of Respondents

The findings on gender, age, marital status and educational level of respondents are as indicated below;

Table 4.1: Demographic Characteristics of the Respondents

Gender	Frequency	Percentage (%)
Male	75	65
Female	40	35
Total	**115**	**100**

Source: Primary Data, 2019

Table 4.1 shows that 75 of the total respondents were male representing 65% and 40 of the respondents were female representing 35%. This therefore shows that most of the respondents were male. Involvement of both male and female respondent's enhanced representativeness and reliability of the data collected.

4.3.2. The Age of the Respondents

Table 4.2. Age of the Respondents

Age	Frequency	Percentage
20- 35	57	50
36-45	35	30
46- Above	23	20
Total	**115**	**100**

Source: Primary Data, 2019

Table 4.2 also indicates that the ages of the respondents were divided into three categories; (20-35, 36-45, and 46- Above. Majority 58 of the respondents were under 20 - 35 years (representing 50%), 35 of the respondents were aged between 36 – 45 years (representing 30%) and finally, the minority of the respondents (23) were aged between 46years and above (representing 20%).

4.3.3. The Marital Status of the Respondents

Table 4.3. Marital Status of the Respondents

Marital status	Frequency	Percentage
Married	58	50
Divorced	26	23
Widowed	12	10
Single	19	17
Total	**115**	**100**

Source: Primary Data, 2019

Table 4.3, also indicates that 58(50%) were married, 26(23%) were Divorced, 12(10%) were widowed and 19(17%) were singles. According to the study findings, it's indicated that most respondents were married. These were selected due to the fact that the married respondents are assumed to possess a high sense of responsibility, so it's said that they normally know the importance and need for Human Resource Management Practices in the Telecommunication Industry of Banadir Region, Somalia.

4.3.4. Educational Level of the Respondents

Table 4.4. Educational Level of the Respondents

Age	Frequency	Percentage
Primary	18	16
Secondary	23	20
Diploma	35	30
Degree and above	39	34
Total	**115**	**100**

Source: Primary Data, 2019

Table 4.4 indicates that 18(16%) were primary levels, 23(20%) were secondary school graduates, 35(30%) were Diploma holders and finally 39(34%) for Degree and above. That's the highest percentage of bachelors' graduates suggests that the respondents were adequately educated and could easily understand the issues under discussion in the research questionnaire.

4.4. Human Resource Management Practices in Telecommunication Industry in Banadir-region, Somalia.

The independent variable in this study was training and development which was broken into three constructs and these were; training design (measured with five questions), training policies (with five questions) and training delivery style (with five questions in the questionnaire). These questions were based on a four point likert scale, in which respondents were asked to rate the influence of staff appraisal by indicating whether they strongly agree, agree, disagree and strongly disagree with each question in the questionnaire. The SPSS software was used to analyze their responses using means and ranks as indicated in table 4.4.1. To interpret the means in table 4.5, the following mean ranges and their descriptions were used;

Key to interpretation of means

Mean range	Response range	Interpretation
3.26 - 4.00	Strongly agree	Very satisfactory
2.51 - 3.25	Agree	Satisfactory
1.76 - 2.50	Disagree	Unsatisfactory
1.00 - 1.75	Strongly disagree	Very unsatisfactory

Table 4.4.1. (a).Descriptive Statistics of Training Design in Telecommunications Sector of Banadir-region, Somalia

Variable	Mean	Std Deviation	Interpretation	Rank
Training design				
Good training design ensures that identified employee skill gaps are properly captured.	3.45	.901	Very satisfactory	1
The importance of training design effect organization performance	3.37	.89000	Very satisfactory	2
Bad training design results to waste of resources and does not waste of resources and does not improve organizational performance.	3.10	.35325	Satisfactory	3
The trainers used lots of examples that showed me how I could use my learning on the job.	2.95	.42752	Satisfactory	4
The way the trainers taught the material made me feel more confident I could apply it in my job.	2.47	.83071	Unsatisfactory	5
Average mean	**3.07**		**Satisfactory**	

Results in table 4.4.1 (a) indicates that training and development practices in the telecommunications industry in Banadir region, Somalia was rated satisfactory and this is indicated by the overall mean of 3.07, implying that training and development practices are always practiced in Banadir region of Somalia.

Results further indicated that training and development differs on different perspectives; for example, regarding Training design, the respondents rated this construct as satisfactory (average mean=3.07), implying that the management of telecommunication companies have tried to assess the better kinds of training designs to be adopted.

Table 4.4.2. (b) Descriptive Statistics Employee Engagement in Telecommunications Sector of Banadir-region, Somalia

Employee engagement	Mean	Std Deviation	Interpretation	Rank
When the company engages its employees then they are well-informed things that affect them.	3.62	.22226	Very satisfactory	1
The employee encouraged to come up with new and efficient ways to complete the task.	3.31	.52677	Very satisfactory	2
With these engagement systems, I have received sufficient awareness in this Organization to enable me do my job effectively.	3.20	.79301	Satisfactory	3
The employee engagement system are better career and learning opportunities in this company as compared to others	2.95	.49655	Satisfactory	4
Managers and supervisors have a clear commitment to maintain high quality standards.	2.44	.51523	Unsatisfactory	5
Average mean	**3.10**		**Satisfactory**	

Concerning employee engagement style, five items were used to measure this construct and was rated four satisfactory and this was indicated by the average mean of 3.10. Two items were rated as very satisfactory (mean=3.62 & 3.31 respectively), this implied that telecommunications industry of Somali uses various styles to do effect their engagement process..

When it comes to employee engagement, two items were rated satisfactory (mean=3.20 & 2.95 respectively), hence indicating that telecommunications industry of Somalia do employee various policies to its employees' engagement, and this organization responds to employee' problems, suggestions, and complaints as early as possible. Only one item was rated unsatisfactory (mean=2.44), hence implying that employee engagement is a key HRM practice of an organization.

Table 4.4.3 (c) Descriptive Statistics of Work Motivation in Telecommunications Sector of Banadir-region, Somalia

work motivation	Mean	Std Deviation	Interpretation	Rank
Employees are motivated with the effective performance appraisal system.	3.33	1.59190	Very Satisfactory	1
Employees are satisfied reasonable periodical increase in salary and motivated.	3.26	.49806	Very Satisfactory	2
Through knowing how to be motivated makes employees accomplish the tasks much easier and efficiently.	3.19	.42094	Satisfactory	3
I believe this motivation system was helped me do current job better.	2.87	.86192	Satisfactory	4
Performance appraisal activities are helpful to get employees motivated.	2.46	.81320	Unsatisfactory	5
Average mean	**3.02**		**Satisfactory**	
Overall mean	**3.06**		**Satisfactory**	

However, the construct (work motivation) was rated unsatisfactory on only one item and this was on the fact that there is no a set of organizational motivation culture to be followed by all workers during the motivation process in this organization (mean=2.46).

With respect motivation style, this variable was rated satisfactory and this was indicated by the average mean of 3.02, hence implying that the employees always feel that they have the opportunity for further advancement in the telecommunications industries of Somalia.

And therefore, the overall mean of all the tables (4.4.1. (a), 4.4.2 (b) and 4.4.3 (c) is 3.06 which is rated satisfactory, hence indicating that there exists need for telecommunication sector in Banadir-region, Somalia to embrace and adopt the usage of HR practices as a way to boost their manpower commitment.

4.5. Employee Commitment in Telecommunication Industry in Banadir Somalia.

The dependent variable in this study was Employee Commitment, this variable was broken into three parts and these are; Affective commitment (with 5 questions in the questionnaire), Normative commitment (with five items) and Continuous commitment (with four questions in the questionnaire). Most of these questions were based on a four point Likert scale and respondents were asked to rate the extent to which Employee Commitment is satisfactory by indicating the extent to which they strongly agree, agree disagree, and strongly disagree with each question or item. Their responses were analyzed using SPSS and summarized using means and ranks as indicated in table 4.3 below.

To interpret the means in table 4.3, the following mean ranges and their descriptions were used;

Key to interpretation of means

Mean range	Response range	Interpretation
3.26 - 4.00	Strongly agree	Very satisfactory
2.51 - 3.25	Agree	Satisfactory
1.76 - 2.50	Disagree	Unsatisfactory
1.00 - 1.75	Strongly disagree	Very unsatisfactory

Table 4.5: Descriptive statistics of Affective Commitment, Normative Commitment and Continuance Commitment in Telecommunications Sector in Banadir-region, Somalia

Variables	Mean	Std deviation	Interpretation	Rank
Affective commitment				
You always eliminate your personal distractions by staying focused on your work	3.51	1.52422	Very satisfactory	1
You always create a "to do" list by beginning with the highest priorities of the day	3.29	1.50379	Very satisfactory	2
You always keep a clean and orderly workspace in order to achieve expected productivity from you	2.89	1.49498	Satisfactory	3

You always make sure that you have the supplies and all the tools needed to do your job	2.58	1.50379	Satisfactory	4
You always set a timeframe and deadline for your most important projects	1.93	1.50379	Unsatisfactory	5
Average mean	**2.84**		**Satisfactory**	
Normative commitment				
You always vet the organizational goals thoroughly through spending much of your time internalizing such goals	3.42	1.46355	Very satisfactory	1
You always let your inner circle / fellow employees know what you're trying to accomplish and they correct you to the right track	3.27	1.48634	Very satisfactory	2
You always do some of the work from home as a way of accomplishing certain organizational goals	3.08	.86702	Satisfactory	3
You always explore the strengths and resources required for success and compare them to the current weaknesses	2.88	.90898	Satisfactory	4
You always write down and share with your friends the organizational goals to be accomplished	2.55	1.02848	Satisfactory	5
Average mean	**3.04**		**Satisfactory**	
Continuance commitment				
Increasing of inputs has led to improved service delivery and enhanced access to services	3.26	1.11380	Very satisfactory	1
Ensuring availability and access to government services is one of the main functions in your administration	3.19	1.48836	Very satisfactory	2
Average mean	**2.92**		**Satisfactory**	
Overall Mean	**2.93**		**Satisfactory**	

Source: Primary Data, 2019

Results in table 4.5 indicate that Employee Commitment was rated satisfactory and this is indicated by the overall mean of 2.93, which implies that the staff members in the telecommunications sector of Somalia always perform their duties the ways required by their bosses.

Affective commitment as the first construct on the dependent variable was measured using four items and this was rated satisfactory (mean=2.84), this score suggests that the workers in telecommunications sector of Somalia tend to eliminate their personal distractions by staying focused on their work and they always create a "to do" list by beginning with the highest priorities of the day.

With respect to Continuance commitment, results indicated that this was also rated satisfactory and this was indicated by the average mean of 3.04, hence implying that the workers in the telecommunications sector of Somalia always continue to vet the organizational goals thoroughly through continuously spending much of their time internalizing the organizational goals. Also they let fellow employees know what they are trying to accomplish and they are corrected to the right track.

Concerning service delivery; this construct was rated satisfactory and this was indicated by the average mean of 2.92. This implies that one of the main functions in the administration of the telecommunications sector of Somalia is ensuring the availability and access to telecommunications services. It also implies that increasing of inputs has led to improved service delivery and enhanced access to telecommunications services in Banadir Somalia.

Results from the interviews, respondents indicated that, "Commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization, such that individuals are willing to give something of them in order to contribute to the organization's well-being". This shows the need to adopt HR practices by the telecommunications sector of Somalia as it motivates and directs employees towards work efficiency and goals accomplishment. Hence rejecting the decision on the hypothesis which meant that, training and development has a significant effect on employee commitment.

4.6. Objective 1: The effect of training and development on Employee Commitment

Table 4.6: Model Summary of the effect of training and development on employee commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697[a]	.485	.484	.32030

a. Predictors: (Constant),training and development

Table 4.6.1 showing ANOVA regression analysis between training and development on employee commitment of Telecommunications sector of Somalia

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.262	1	21.262	77.316	.000
	Residual	58.647	452	.275		
	Total	78.617	453			
a. Predictors: (Constant), training and development						
b. Dependent Variable: employee commitment						

Table 4.6.2: Coefficient regression analysis on the commitment of employees in the telecommunications sector of Somalia**.**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.576	.185		13.924	.000
	Training and development	.253	.126	.588	9.908	.000

a Dependent variable of employee commitment

Regression analysis results in the model summary table 4.6 indicated that training and development significantly affects the level of commitment of employees in the telecommunications sector of Somalia, at the rate of 48.5% and this was indicated by the r-squared of 0.485, indicating that training and development significantly influence 48.5% on the level of employee commitment of the telecommunications sector of Somalia.

The ANOVA table 4.6 indicated a positive significant affect training and development on effect of employee commitment of the telecommunications sector of Somalia.(F-value=77.316 and Sig-value=.000), this is because the sig. value (0.000) was less than 0.05 and is the maximum level of significance required to declare a significant effect. This showed that training and development affects employee commitment levels in the telecommunications sector. Still this implied that high levels of training and reduced reduce it.

The test for hypothesis one

The coefficient table 4.6 indicated that considering the standard error, training and development affects the commitment of employees in the telecommunications sector of Somalia (β=0.588, Sig=0. 000). Hence the study is rejecting the null, which meant that training and development has a positive significant effect on employee commitment.

4.7. Objective 2. The effect of employee engagement on employee commitment

Table 4.7. Showing the effect of employee engagement on employee commitment   in the telecommunications sector of Somalia

Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697[a]	.485	.484	.32030
a. Predictors: (Constant), Employee Engagement			

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697[a]	.485	.484	.32030

Regression analysis results in the model Summary table 4.7 indicated that the employee engagement significantly affects employee commitment in the telecommunications sector of Somalia, at a rate of 48.5% and this was indicated by the r-squared of 0.485, indicating that employee engagement significantly influences 48.5% on the employee commitment of the Somalia telecommunications sector.

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.262	1	21.262	164.821	.000
	Residual	58.647	452	.129		
	Total	78.617	453			
a. Predictors:(Constant), Employee Engagement						
b. Dependent Variable: employee commitment						

The ANOVA table 4.7.1 indicated a positive significant effect employee engagement has on employee commitment(F-value=164.821 and Sig-value=.000), this is because the sig. value (0.000) was less than 0.05 and is the maximum level of significance required to declare a significant effect. This showed that employee engagement affects employee commitment of the Somalia telecommunications sector. Still this implied that high levels of employee engagement can improve on the level of employee commitment and poor employee engagement reduces it.

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.576	.185		13.924	.000
	Employee Engagement	.253	.126	.588	1.825	.000
a. Dependent Variable: employee commitment						

The test for hypothesis two

The coefficients table indicated that considering the standard error, employee engagement affects employee commitment of the Somalia telecommunications sector (β=0.588, Sig=0. 000). Hence the study is rejecting the null, which meant that employee engagement has a positive significant effect on employee commitment.

4.8. Objective 3. The effect of Work motivation on employee commitmen

In this objective, the study aimed at establishing the effect of motivation on employee commitment of Telecommunications industry of Banadir-region, Somalia from the respondents view as per the table below;

Table 4.8 Model Summary about motivation and employee commitment of Telecommunications industry of Banadir-region, Somalia

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731[a]	534.	.534	.36831
a. Predictors: (Constant), Motivation				

Regression analysis results in the model summary table indicated that the motivation accounted for 53.4% on Employee Commitment of Telecommunications industry of Banadir-region, Somalia and this was indicated by r-squared of 0.534 implying that motivation significantly contributes on to Employee Commitment of Telecommunications industry of Banadir-region, Somalia.

Table 4.8.2 ANOVA regression analysis between motivation and employee commitment in Telecommunications industry of Banadir-region, Somalia

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.116	1	2.116	14.866	.000[a]
	Residual	71.514	452	.158	13.392	
	Total	74.622	453			
a. Predictors: (Constant), Motivation						
b. Dependent Variable: Employee Commitment						

The ANOVA table indicated that work motivation significantly affects Employee Commitment of Telecommunications industry of Banadir-region, Somalia (F-value= 14.866 and Sig- value= .000), since the sig. value (0.000) was less than 0.05 which is the maximum level of significance required to declare a significant effect (decision rule). This showed that motivation affects Employee Commitment of Telecommunications industry of Banadir-region, Somalia.

Table 4.8.3 Coefficient regression analysis on motivation and employee commitment in Telecommunications industry of Banadir-region, Somalia

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	3.128	.224		13.964	.000
	motivation	.275	.155	.484	1.774	.000

a. Dependent Variable: Employee Commitment

The coefficients table indicated that considering the standard error, work motivation significantly affects Employee Commitment of Telecommunications industry of Banadir-region, Somalia (β=0.484, Sig=0. 000). Hence rejecting the decision on the hypothesis, this meant that motivation has a significant effect on Employee Commitment.

The test for hypothesis three

The coefficients table indicated that considering the standard error, motivation affects employee commitment of the Somalia telecommunications sector (β=0.588, Sig=0. 000). Hence the study is rejecting the null, which meant that motivation has apoaitive significant effect on employee commitment.

CHAPTER FIVE

DISCUSSIONS, CONLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the findings, conclusions; recommendations based on the conclusions of this study and suggested areas that need further research following the study objectives and study hypothesis.

5.2. Discussions of Findings

This study aimed at investigating the effect of human resource management practices on employee commitment in telecommunication industry in Banadir region, Somalia. Three specific objectives guided this study and these were; (i) the effect of training and development on employee commitment and (ii) the effect of employee engagement on employee commitment, (iii) the effect of work motivation on employee commitment in Telecommunications sector of Banadir, Somalia.

5.2.1 The Effect of Training and Development on Employee Commitment

The findings revealed that there is a significant effect between Training and Development and employee commitment of the telecommunications sector of Banadir-region, Somalia. This implied that Training and Development policies can improve on the level of employee commitment of the Banadir Telecommunication's sector, Somalia and poor Training and Development policies reduces it. This finding agrees with Hegar (2008) who argued that Training and Development includes the nurturing of new fresh talents, interactions among people, especially between employers and their workers to help both groups achieve their own objectives. As for the management aspect, the objectives were; growth, survival and profit of the organization. However, at the same time, the workers were concerned with goals such as good working areas and meaningful jobs which give them an opportunity to contact other teammates (Hodgetts and Hegar, 2008). This has therefore been concluded by the Human Capital Theory (HCT) that investment in human capital will lead to greater economic outputs however the validity of the theory is sometimes hard to prove and contradictory (Becker 1993). This is because the theory stresses the significance of education and training as the key to participation

in the new global economy. Further, human capital is concerned with the wholesome adoption of the policies of education and development.

Langdon (2000) argued that executives, managers, and co-workers can affect performance behavior by their attitudes, temperament, and prejudices. They may keep desired behavior from occurring, prevent standards from being reached, and circumvent the support that is in place. The researcher's position is that it takes more than just conforming to daily or routine instructions and carrying out operational activities to guarantee the achievement of the strategic objectives of an organization, behavior, standards, support and Training and Development are essentially as important as having a well-documented strategic plan.

5.2.2. The Effect of Employee Engagement on Employee Commitment

The findings of this study indicated a positive significant effect employee engagement has on employee commitment of urban councils in the telecommunications sector of Banadir-region, Somalia. Hence good employee engagement policies increases the level of employee commitment at work place in the telecommunications sector of Banadir-region, Somalia and poor employee engagement policies can reduce it. This finding is in line with Suda's (2001) findings who noted that many business men conceptualize employee engagement as an individual's feeling of pleasure (or disappointment) resulting from comparing the perceived performance or outcome in relation to the expectation. This is also in line with the theory which emphasizes that Human capital and human resource management practices can play a vital role in success of organizations like Telecommunication companies in Banadir-region, Somalia. Thus implying that when employees Telecommunication companies in Banadir region feel satisfy with human resource policies of the telecommunication industry, they give their best to increase the organizational performance since the telecommunication industry provides job opportunities to large number of people in Banadir the world, as it is making progress with rapid rate in region and Somalia at large.

He also added that Effective Employee engagement Policy is important to the functioning of organizations (Guppta 2006). Organizations should have it in order to meet the objectives namely; to remain competitive in the labor market, integrate employee's future performance with Non-Government organizations services. Control Employee engagement Policy budget attract

employees and reduce turn over (Wayne 1998) the demerits of not having Employee engagement Policy program is that, it causes de-motivation hence leads to labor turn over. In World Vision Uganda the Employee engagement Policy is poor hence employees poor performance and yet need a good and fair Employee engagement Policy to make them motivated hence increased performance.

It is therefore a well-known fact that human resource is the backbone of most organizations and other corporate entities due to their enormous strides and accomplishment within the organization. It is however baffling to note that productivity of the organizations have not seen major improvements. These are evident in the poor quality products and delayed service delivery and the incessant organizational conflicts such as boycotts and strike actions. Growing evidence suggests that, in developing economies like Uganda, most employees are ill motivated and lack the human resource capacity, the morale and the enabling environment to improve productivity and this is to a greater extent due to the unavailable human resource managers in some organizations to administer employee centered and goal-oriented employee engagement / reward systems.

Therefore administering employee engagement s are thought to be a very daunting task managers must perform since managers need to use judgments, diagnosis and the resources available to reward these employees based on performance. This problem stems from the fact that employers have different needs and perceptions, so outcomes such as pay, promotion, a reprimand and so on have different value for different people. Thus, in considering the employee engagement s and time to administer it, managers have to be astute in considering individual differences but if valued rewards are used to motivate, they have the high possibility of resulting in the exertion of efforts to achieve high levels of commitment.

5.2.3. The Effect of Work Motivation on Employee Commitment

Employee reward systems' adoption is highly strategic in that it is firstly potential for the immediate survival and growth of any organization whether small or large, and secondly it is inescapable necessity for the future success of any organization. Some of the strategic benefits respondents indicated include Self-motivation, Commitment, Loyalty, Incentives, and Employee

Self Esteem among others. This is supported by the Human capital theory which suggests that organizations develop resources internally only when investments in employee skills are justifiable in terms of future productivity (Becker, 1964; Tsang, Rumberger, & Levine, 2011). These theorists also raise the possibility that the higher the potential for employee contribution through motivating factors, the more attractive human capital investments will be in the telecommunication industry.

Even though the concept of employee rewards uptake is still pretty new in Africa generally and as such continues to face an array of challenges including lack of enough experience, inadequate resources, Biases motivators (managers), lack of well-defined reward systems , as well as poor policy adoption, planning and strategy and an overall culture of reluctance among general population and more importantly amongst organizational top management (managers) in adjusting their organization businesses with the revolution of employee rewarding systems applications simply with the assumption that such participation involves complete re-design of their organizations strategy. However it seems despite all these challenges that Telecom companies in Somalia does explicitly understand the real potential of employee reward benefits.

Furthermore, it was found that a manager needs to select appropriate reward systems /options so that they may advance to a desired level of performance. Managers can help the firms' employees increase its overall capacity by looking for unmet employee needs and communicating them to the rewarding committee members and human resources experts as a way to increase their employee performances in return.

In addition, it encompasses position/profile management, efficiency and effective employee performance and management, and benefits administration, and because the activities of Telecom organization in Somalia deal with efficient quality product delivery, it touches just about every substantive fact of the organization.

It was found that the Telecom organization in Somalia take advantage of the different opportunities employee reward systems has to offer for example; reduced costs of employees turnovers, increasing employee efficiency, Improving employee morale and Loyalty, Greater sales and customer service, Effective Management, and Higher Productivity among others. A significant number of respondents indicated that better reward systems and platforms for

employee rewards which offered them opportunity to improve their satisfaction, commitment, organization loyalty and efficiency, lowering turn over costs among others. That's to say; 30 of the respondents strongly agreed, 20 agreed, 10 were uncertain, 10 disagreed and 10 strongly disagreed.

5.2 Conclusions

5.2.1 Objective one

The findings also conclude that training and development has a positive significant effect on the employee commitment in telecommunication industry in Banadir-region, Somalia.

5.2.2 Objective two

The findings finally conclude that, employee engagement also has a positive significant effect on employee commitment in telecommunication industry in Banadir-region, Somalia

5.2.3 Objective three

The findings conclude that motivation has a positive significant effect on employee commitment in telecommunication industry in Banadir-region, Somalia.

5.3 Recommendation

In accordance with the findings and conclusion of the study findings it was vital to make the following recommendations which could help in bringing about a positive change in regards to employee commitment in the telecommunication in Banadir-region, Somalia.

5.3.1. The Effect of Training and Development on Employee Commitment

The study recommends that telecommunication organizations in Banadir-region, Somalia should carry out research on the various methods of employee training best suited for their employees and the organizations at large (Boaz, 2007).

The study recommends that, the telecommunication organizations in Banadir-region, Somalia should hire employee training experts to take on the training sessions of their employees, if they are to achieve better results (Herscovitch, 2012).

The study recommends that the telecommunication organizations in Banadir-region, Somalia should always make sure ensure that all employees are given chance to take part in the training regardless of their departments and professions.

The study recommends that telecommunication sector organizations in Banadir- region. Somalia should always encourage their employees to participate in the training practices by disclosing to them the importance of training them and how they gain from it (Meyer, 2012).

5.3.2. The Effect of Employee Engagement on Employee Commitment

The researcher recommends to the telecommunication organizations should put in place a set of organizational culture to be followed by all workers as a way of compensating employees.
The study recommends that the telecommunications sector of Banadir-region, Somalia should ensure that the employee engagement system is consistent and should detail the policy program to all employees for them to be aware of employee engagement process of; why, how and when an employee is compensated, hence increased commitment (Wachira, 2011).

Employee engagement adoption is highly strategic in that it is firstly potential for the immediate survival and growth of any organization whether small or large, and secondly it is inescapable necessity for the future success of any organization. Therefore, this study recommends that the telecommunications organizations of Somalia should establish clear policies, rules and guidelines to guide the employee engagement processes in these particular organizations (Yiing, & Ahmad, 2009).

Furthermore, despite all the challenges that may come with the adoption of the system, the telecommunications organizations of Somalia should consider re-designing their organizations strategies so as to fit with the new employee engagement policies (Wachira, 2011).

5.3.3. The Effect of Work Motivation on Employee Commitment

Research should also find out what kind of modern systems of employee rewarding best suitable for telecom companies in Banadir-region, Somalia.

From the findings of the study, it can be recommended that telecommunication companies in Banadir region should improve on other aspects of human resource management practices such as recruitment and orientation, training and development and health and safety as they had weaker relationship compared to other variables such as performance management which are also an essential part of employee commitment within telecommunication industry (Bratton, 2012).

Furthermore, future studies should investigate level of adoption, motivating factors as well as challenges being faced in the process of rewarding employees. This is because employee reward systems practices are just taking its roots in the continent thus further research would be of interest (Kelvin,2007).

Lastly, continuation of the subject matter of this research could be based on a different case study in order to gain a richer and bigger picture of the effect of motivation on employee performance (Meyer& Smith, 2010).

5.4. Areas for Further Research

Prospective researchers and even students are encouraged to research on the following areas;
Staff appraisal and goal accomplishment among workers in telecommunication organizations of Banadir-region, Somalia.

Human relations appraisal and performance in telecommunication organizations of Banadir-region, Somalia.

Staff appraisal and service delivery in telecommunication organizations of Banadir-region. Somalia.

5.5. Limitations of the Study.

The researcher encountered the following limitations

Sensitivity of information; some respondents were reluctant to respond to some of the questions since they dealt with crucial information. However, the researcher assured them of maximum confidentiality so they could provide all the required information.

Busy schedules; some key informant respondents had busy schedules and lacked time to participate in the study. However, the researcher made appointments with the respondents in order to meet at appropriate times for the interviews.

Unwillingness to fill the questionnaires; some respondents were unwilling to share information about their leaders, supervisors, benefactors and the host community where they were currently residing. The researcher however endeavored to emphasize that it was a purely academic research and confidentiality was upheld.

5.6. Contribution of Knowledge

The following are the major components of human resource practices used in the Telecommunications sector in Puntland Somalia; employee training and development, employee engagement and motivation. Therefore, as the study focused on examining the effect of Human Resource Management Practices on employee commitment In Telecommunication Industry in Banadir region, Somalia. It's therefore, upon these HRM practices that telecommunication industry have been able to improve individual, team, and organizational effectiveness.

Additionally, the HRPs have allowed organizations to adjust, be a competitor, advanced skills, innovate, develop, enhance employees' safety, expand service, and reach firm's goals.

Set Early Expectations

A large part of working in human resources is getting new employees on board and ready to succeed. Don't expect a new employee to automatically know what is expected or what the organization's policies and procedures. Spend the first week regularly checking in with both the

employee and the manager to ensure that expectations are clearly set and everyone is on the same page.

Give Frequent Feedback

Annual performance reviews are a staple of HRM practices, but these once -a- year evaluations aren't necessarily the best way to provide feedback to employees. Instead, provide them with frequent feedback, so they are always in the know as to what their goals are and how they are improving in their position. Ask managers to sit down with their employees at least once a quarter, if not once a month, to discuss performance. This not only allows managers to be more connected to their employees, it also lets employees feel more engaged in their work.

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INSTRUCTIONS:
Please answer by ticking the appropriate answers where necessary.

SECTION A: BACKGROUND INFORMATION

Section A: Socio-Demographic Characteristics of Respondents

1. Sex

Code	Gender	Respondent
1	Male	
2	Female	

2. Age

Code	Age	Respondent
1	20- 35	
2	36-45	
3	46- Above	

3**. Marital Status**

Code	Marital Status	Respondent
1	Married	
2	Divorced	
3	Widowed	
	Single	

5. Level of Education Attained

Code	Educational Qualification	Respondent
1	Primary	
2	Secondary	
3	Diploma	
4	Degree and above	

SECTION B: Study variable (QUESTIONNAIRE) Research Instruments

Response Mode	Rating	Description	SHORT FORM
Strongly Agree	5	You agree with no doubt at all.	**SA**
Agree	4	You agree with some doubt	**A**
Neutral	3	Not sure	**NS**
Disagree	2	You disagree with some doubt	**D**
Strongly Disagree	1	You disagrees with no doubt at all.	**SD**

A: HUMAN RESOURCE MANAGEMENT PRACTICES

No.	*Please indicate the degree to which you agree with the following statements. Tick the scale*	*Strongly*	*Disagree*	*Undecided*	*Agree*	*Strongly*
	Training Design					
	Good training design ensures that identified employee skill gaps are properly captured.					
	The importance of training design effect organization performance					
	Bad training design results to waste of resources and does not waste of resources and does not improve organizational performance.					
	The trainers used lots of examples that showed me how I could use my learning on the job.					
	The way the trainers taught the material made me feel more confident I could apply it in my job.					
	Employee Engagement					
	When the company engages their employees then they are well-informed things that affect them.					
	The employee encouraged to come up with new and efficient ways to complete the task..					
	With these engagements I have received sufficient awareness in this company to do my job effectively.					
	The employee engagement system are better career and learning opportunities in this company as compared others.					
	Managers and supervisors have a clear commitment to maintain high quality standards.					
	Work Motivation					
	Employees are motivated with the effective performance appraisal.					
	The company made the employee satisfied with the periodical increase in salary and motivated.					
	Though knowing how to be motivated makes the employee accomplish tasks much easier and efficiency.					

		SD	D	NS	A	SA
	I believe this motivation system helped me to do better my current job.					
	Promotional activities are helpful to get motivated of the organizational employees.					

B: EMPLOYEE COMMITMENT

		SD	D	NS	A	SA
No	**EMPLOYEE COMMITMENT**	1	2	3	4	5
	Affective Commitment					
	You always eliminate your personal distractions by staying focused on your work					
	You always create a "to do" list by beginning with the highest priorities of the day					
	You always keep a clean and orderly workspace in order to achieve expected productivity from you					
	You always make sure that you have the supplies and all the tools needed to do your job					
	You always set a timeframe and deadline for your most important projects					
	Normative Commitment					
	You always vet the organizational goals thoroughly through spending much of your time internalizing such goals					
	You always let your inner circle / fellow employees know what you're trying to accomplish and they correct you to the right track					
	You always do some of the work from home as a way of accomplishing certain organizational goals					
	You always explore the strengths and resources required for success and compare them to the current weaknesses					
	You always write down and share with your friends the organizational goals to be accomplished					
	Continuance Commitment					
	Increasing of inputs has led to improved service delivery and enhanced access to services					
	Ensuring availability and access to government services is one of the main functions in your administration					
	Service affordability in your department always depend on the clients' ability					
	Dimensions of access to services are always a pre-condition for quality in your organization					

THE END

APPENDIX II: TABLE FOR DETERMINING SAMPLE SIZE

Sample Size Scale Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejeie and Morgan (1970)