

## **HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL COMMITMENT**

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### **Abstract**

*The purpose of this study is to investigate the relationship between human resource management practices and organizational commitment. HRM practices particularly addressed six dimensions: Reward; Compensation; Selection; Training; Information Sharing and Performance Appraisal. The data were collected from employees of the selected three telecommunication companies in Somalia. 210 questionnaires were distributed into the respondent and 125 questionnaires were returned, as an average seventy employees of each company were participated in this survey. Data was analyzed using "Statistical Package for Social Science" (SPSS). Multiple regression analysis and correlation were used to analyses the data. The findings show evidence of that there is significant and positive correlation between six dimensions of human resource practices toward Organizational commitment (OC). The findings set up that there were relationship between the independent variables HRM practices and were positive relationships between HRM practices and Organizational commitment dependent variables. Finally, the researcher has developed a conceptual framework based on the literature reviews, and from there the researcher constructed the research's hypothesis. Foundation on the result, theoretical implications, limitations, conclusion and suggestions for future research are also highlighted.*

**Keywords:** *HRM Practices, Organizational Commitment, Telecommunication Sector in Somalia*

## INTRODUCTION

Most important resource of the competitive advantage of any companies is it's their HR (Huselid and Becker; 1998). While it comes in the list of developing countries such as SOMALI rule of HR are observable one of those companies with were knowledge companies or technology companies. This sector has showed the huge performance could be attributed into used of the technology make a possible by its competitive and a modern HR practice was the telecommunication sector. Human resource management practices faces of challenge of the brining good fitted employee in to companies and met the employee's expectations and needs.

Therefore, there are compelling demands into developing best ideas, police into large the interface among workers and employers. And complicated comprehensive insight can help human resource management got best results and improved employee's job satisfaction (Vigoda & Cohen, 2003). Relationships between Human resource management and organizational commitment have received wide considerable attention from the researchers in the recent years (E.g. Perez, 2007; Lin & Chen, 2007).

Organizational commitment plays key part in studying organizational behavior. Organizational commitments have been study a private, public and a non-profit sector also international. The early of studies have emphasized the meaning of the concepts of this study presses on to watch and inspect organizational commitment by applying two methodologies, commitments related attitude and commitments related behaviors.

This research intends to study the relationship between HR management practices and OC. A lot of scholars point out the HRM practices and organizational commitment has remained subject of interesting while was introduced by early 1960s this field of the HRM.

There are several scholars indicates the interests are outcome in the belief that if managed a properly, the OC could leading into beneficial consequences like improve organizational commitment, performance and reduced absenteeism (Xavier, 2014). This results has potentially managerial benefits in a large numbers of the researchers that tried is focus the nature for the OC. Furthermore have been writ a numbers of studies about the OC, these aren't still clear understand how this factors purported into been associated it is development and how those factors could be manage into development for organization commitments (Blau, 2012). HRM practices in the companies are equal like organizational factors that have been associated with in OC. This study aims to extent research on HRM practices and organizational commitment.

The uniqueness for this study is all most influence in human resource management practice any critical tools into made a workers much committed by their company, within turn should affect employees' intentions to leave or stay the company.

## Background for the Problem

The motivating workforces in the company into work much effective towards the goal of the organizations are maybe the entire fundamental job of management. Companies are motivates their employees into perform successfully by the offering a reward of the acceptable performance and maybe punish them of the unacceptable performances. In the past hundred and ten years and have been ton evolution a view for what term of reward is actually into the company context.

Somalia's private organizations especially the telecommunications tend to have low or near absence of motivational services or equipment's needed to enhance productivity and performance thus leading to employee withdrawal behaviors (Austen Davis, 2008).

In Somalia employees commitment on the organizations have describe the varieties of the way they include the attitude and on orientation links and their identities for the individual into organization, the process that leading the organization goals and these persons became congruent contribution a particular company (Mariap Panadar, 2014).

The plan that the amount of energy given by employees through a high level of organizational commitment, promotes an equally high level of the effectiveness and performance of the both organizational level and individual, Also, Mowday (1991), this categorized of those variables' to the four crucial classifications of the variables. Those were work experience, structural quality, job characteristics and personal characteristics. There are other organizational components or the factors had been recommended into impact OC including managerial size, human resource practice, leadership, and organizational culture. Among these, human resource practices, which could be deliberately, controlled by the organization impact the levels of the OC into their workers. Importance of the human resource practices in the formation and maintained of the employees.

The attitudes of the work like an organizational commitment have been written many researches such as O'Reilly& Chatman. These writers were arguing the companies have pursued strategy of the increasing workers commitments increase competitive advantage overall their organizations don't follow the similar strategies (O'Reilly & Chatman, 1988). Pfeffer, writes in his book "the human equation" support his View point by the recognize set of eight HR management practice so Pfeffer, believes the leading into outcome of organizational related into higher return of economic.

There are; {1} selective hiring; {2} decentralization of the decision makers and the self-manage; {3} employees training; {4} employment security; {5} the higher compensations' on the performances; {6} maximize the differentials of the status and last one is {7} information sharing.

Pfeffer tries to refer these human resource management practices as the people who centered the strategy and the position of these people who centered the strategy were significant source of the every competitive advantage, they couldn't be easily limited. It showed via multiple of regression analysis.

That human resource management was the only significantly associated within variations. Organizational investment in the workers are associated the significantly of high level of the employees' commitments and great intentions to stay within organizational and a less unexcused absence (Porter, 1990).

### **Statement of the Problem**

Disorganized change and turbulence is one of the main cases of among Somalia telecommunications. Workers are fewer probable to leave into another test and much likely into not perform high levels. Workers turnovers symbolize one of the critical problems into the company in term for loss the talented employees, furthermore training cost and selection. The cost a turnover put in hundreds of dollars in to an organization expenses. Well including productivity loss, hiring and cost of training.

Business experts almost often the quote 25% on the average of employee their salary and conservative for estimate turnover cost. Current organizational issue faced by the bosses include draw out commitment in the employees and team retention. The companies, higher cost for the selection and recruitment. The productivity loss and log during assimilation period time (Davies, 2002). While there have been pass the conceptual the studying of this researcher and empirically model of the turnover had offered strong support of the behavioral intention.

According the theory of organizational support employee shape totally beliefs regarding extent of the company values by their own contribution and care their happiness. Bottom in to the standard of reciprocity, like POS made workers feeling obligated into cares the company's welfare and so to help company reach objectives. Only way the employees might approach in to convince in this indebtedness are through better emotional commitment the company and better efforts into helps Company.

The problem targeted in this study is to observe whether there are relationships between human resource management practices and OC.

### **Study Scope of the Research**

Scope of the study is confined to employees of the Somali telecommunications industries. This study focuses on using the integration of social interdependence theory as a theoretical substratum to investigate the influence of human resource management practice and

demographic characteristics on organizational commitment. The respondents for this research will be project teams in a telecommunication organization in Somalia. The unit analysis of this study is team. For each team the team leader will be chosen as the respondent.

The study is restricted to employee empowerment in terms of four facets only (Reward, Training, Selection, Performance appraisal, Information Sharing and Compensation) and its impact on organizational commitment.

### **The Significance of Study**

This research gives a researcher a platform to practice the knowledge researcher gathered from this study in his course and implement it. Hence, this will give the researcher the confidence that he needs in the future for academic as well as industrial purposes.

The management of telecommunications in Mogadishu can gain some information from this research that is crucial for them to identify the human resource management practices that affect their employees' performance.

This study aspires into made threefold contribution into large research on studying HR management practice and organization commitments. An only kind for these researchers was into studied influence of human resource practice and the critical once, the tools that made the workers more much committee in their company, and turn should affect workers intention to leave or to stay the company.

First, this study inspection the influence of the each human resource and influence for the bundle of the HRM practice and there are previous researches that studies in general perception for the companies human resource management practices the influence in the certain human resource practices, selection, training, reward, performance appraisal information sharing and compensation, on organization commitment (Chang, 2005).

The Second one, this research was motif into investigate {1} whither human resource management practice should to be the significant of the predictor the organization commitment fulfillment and {3} or the choice of the higher committee of the workers results of the near to the ground intention to go away.

Third current studying intends into investigate of a rule of human resource practice and organizational commitment.

Finally, this research can be used by the university to add to an already existing literature and can be used as a reference for future researches. Additionally, this research can contribute to body of knowledge that is present already in the area of human resource management practice and commitment into the organizational. It may be useful to have a more extensive view in order to comprehend the methodologies to be carried so as to improve a

levels of it is organizational commitment. Hopefully this knowledge should be usefully resources of the information the future researcher's regarding this topic.

### **Organizational Commitment**

Organizational commitment is multidimensional in nature, including employee dedication to the organization, eagerness to put in effort for the organization and value congruency with the organization, as well the intention to retain membership.

Employee who are dedicated and committed in the organization had tendencies to accept and acknowledge the organizations objectives and values, put substantial effort for the organization, support participation and remain in the organization.

OC are direct relative the strength in the workers attachment or participation of the company where she/he are employed, this issue is a dairy commerce. OC it is very important as committed workers are fewer likely to leave another test and were more likely to performance a high level.

OC broadly explains behavioral science and management so literature is the key factor of the relationship among organization and individual. Workers were regarding as a committees into organization of employee continue their associations in the company and considerable efforts can achieved goal of the organization.

There are many researches Focused the recognition of the organization factors can be manage into order foster employees' commitment, Argue that high levels of effort exerted by employees with high level of organizational commitment lead to higher level of performance and effectiveness at both the individual and organizational level. Mowday have categorized these factors four major categories of variables. These are personal characteristics, work experience, structural characteristics and job characteristics.

There are some organizational factors' have be recommended the influence of OC including company size, HR management practice, leadership and organization culture. In a middle for these, HRM practices. This might be intentional manipulated by organization influences the level of OC on their own employees.

### **LITERATURE REVIEW**

Literature review plays a key role to a reader or researcher in which it explains the discussed topic and related issues. In this section, the researcher tries to give a summarized overview of literature reviews on Human Resources Management practices. And we start with few observed studies on HRM; the significance of HRM in the organization and pressure it can has on organizational commitment. This literature review imposes the six most important areas. In final

point, abstract in my framework is current into the showed a relationship among these research variables.

### **The Concept of Human Resources Management**

The key point of human resource management have generally use last seventeen or nineteen years. This field was usually called as a personnel management. Have a completed not differentiation among HRM and personnel management, the see the last as a present expanded to description of the traditional personnel management the proper into the technological change in the labor environment and in societal value.

The idea of human resource management isn't as alternative to the personnel management but is a particular type of personnel management which worried the strategic issue of worker commitment, pliable, integrated and quality, regards human resource management involving every part of management decisions that influence the relationship between organization and workers its human resource.

In this modern world we consider human resource management as the distinctive an approach to the employment managements which find out to achieve competitive advantage all the way through the deployment of the extremely commitment and skilled labor force, using to display of the techniques, though others have defined human resource management. The concerned the need to the achieve congruency connecting the various human resource management practices and policies that they becomes their mutual helpful rather than turmoil (Glinow, 2010).

Selection, training, compensation, rewards, performance appraisal and information sharing are adhered to these activities be meaningful in supervision the collection for human resource to be make sure so as to useful resources be deployed in course to fulfill the organizational objectives, the Human Resource concept is reasonably new within the administration and organizational behavioral literature and this is a emerged designed and a systematically approach to human.

Story suggests that employees have to be considered as value assets and there should be on emphasis on commitment, thoughtfulness sand flexibility of workers as a foundation of the proportional of revenue.

The significance of human resource practices within the formation and the preservation for employees at work behavior like an OC had been studied by many researches, they concluded the organizations practice the strategies of the growing the employee's commitment and increase to the competitive advantage more than those that don't adopt a parallel strategy.



Pfeffer writes in his book of 'the human equation' support point of view by identifying for the seven of HRM practice and he believes to lead the organizational result connected to higher economic profit, there are.

- I. Employees trainings;
- II. Selective hiring;
- III. Employment security;
- IV. High compensation confinement on the performance;
- V. Self-manage team and decentralization of decision making;
- VI. Information sharing and;
- VII. Reduces status differential;

According to Pfeffer, refers to HRM practices, human resource the people centered to the strategies is every importunities source of the competitive advantages, and they can't be easily limited that HRM ware significantly to associated with in variation performance, Arthur set up an organizational investment inside of the employees are associated within considerably the higher level of employees' commitment and the larger intention to the say within organizational and less unreason absence.

### **Organizational Commitment (OC)**

The large amount of researcher has given their important attentiveness to the learning of organizational commitment (OC), and procedures were estimated and knowledgeable. Meyer and Allen on Organizational commitment researcher can be divided into two conceptualized within two on the whole theme, continuance commitment and affective commitment.

Effective commitment in the employees psychological attachment, classification and involvement within organization and so it delineated this way, the effective commitment entail in three big part; one is recognition with, two is the formation on the emotional attachment to the organization, and three is maintain on business membership.

The approach of effective commitment was study by extensively (Meyer, 1991) organizational commitment is delineated ad in relative power of the individuals and involvement in the particular organizational. Mowdaya result, individual whom is affectively the loyal or psychological attachment in the firm {I} the works harder in the firm {II}mean into staying within the organization {III} and believe the values and goals of the business (Meyer 1990). These suggest that the effective commitment the majority broad discussed form of the emotional attachment into an employee firm. In might probably to be for the reason of effective commitments are associated in desirable of organizational outcome.



The next dimension of organizational commitment of Allen and Meyer is continuance commitment and it is describe to engage within consistent in line for activity the bottom of individuals acknowledgement the expenses or lost inside bets connected within discontinuing of the activity.

Both of them Allen and Meyer, they describe a shape of the psychological attachments into employing of the organizational that they reflects as the employees perception for the loss she or he should are suffer into they ware leavening of the firm. According to Allen and Meyer clarify that the continuance commitment involves the conscious of the employees the each part of the cost are associated with the leave of the organization. As a result, affective commitment is emotion bottom of viewing the organizational.

At the same time as a continuance commitment underline more of the probable aspects of the relationship among employer and employees (Allen and Meyer, 2007).

However there are few measures and conceptualization to the organizational commitment studied and there are few explanations of the organizational commitment. So these varied of measures and explanations shape of the common theme by emotional attachment in the organization and mean an emotional link between individuals and their firms (Chatman and O'Reilly, 2003). In a consequence, organizational commitment is not an only improve employee in consequence, organizational commitment not single improve employee purpose to exert to the effort representative of an organization but in addition influence the of employees intentions in stay the firm.

According to Mowday employees who are dedicated to their jobs or their organizations have a tendency to consider and acknowledge the goals of the organizations and apply substantial attempts as an employee of the organization and sustain being attached to the organization. Committing to the organization not only advances worker considerations to implement effort in the organization but also persuades workers to keep or continue holding on with the organization.

### **HRM Practices and Organizational Commitment**

The recently scholars have set up into concentrate on the modest effect of HRM Practices on Organizational Commitment (Malik, 2014). These researchers are recommending into particular HR management practices would elicit the several types in commitment to ward special target within firm. The human resource practices and the policies has been advice the influencing of the factors enhance organizational commitment workers.

Based on social exchange theory, Charles Ogilvie suggest that employee's perceptions in the human resource practices show into feeling reciprocity and the stages of OC into

employees when a workers sense the business care on their welfare and recognition their contribution (Charles Ogilvie, 2012). Hence HRM practices are proposed relationship between HRM practices employees commitment and found significant positive relationship with training.

For example, Graetner originate into participant within perception in their firms were committee into security of the employees, training and in house mobility tell more OC than these who has negative perception in their organization loyalty to employees.

In this research has exam the mechanisms of the involved on the relationship amongst HRM Practice and OC. It shows us the normative commitments and effective commitment the significantly of all HRM assess their measures with in continuance commitment dint. Significant correlation and positive were observe and ranging selection, training, information sharing, compensation, reward and performance appraisal.

However, all of the majorities for the research in this part have concentrated on the people of human resource management practices. The most important HRM styles are not appropriate the most of the circumstances. This recommended of the commitment levels would not to change in one single human resource practice like training or a new system of compensation. The human resources management practices can be the most excellent influence of the commitment levels whilst our systematic are a part of us. Several researches had focused in special system or arrangement like practices (Huselid, 1995).

This analysis and the impacts of human resource practice for the company height a system and establish the stronger relationship of human resource managements practice and the participation of high-performance organization.

Furthermore, this research, instead of asking every employee about their general perceptions for the companies human resource management practice effectiveness relating into on employees about reward, performances appraisal, compensation, selection, training, reward and the perceptions of workers about information sharing. The consequently of the study are combinations of six HRM practice should be used into exam of the influence of organizational commitment. These six human resource practices are obtained in to other research which show the significant of effectiveness and anticipated of important effectiveness those practice in organization commitment.

According to McElroy (2001), the process of hiring is one of the most HRM practice and sends in to the clear note to employees and that workers matter. McElroy has points in extensive by recruitment and the targeted of selection in the most excellent might and enhance an effective commitment of the some reasons (McElroy, 2001).

McElroy maintains the practice that helps in to ensure the only group who wares sees a good and fit with organization goals and also the selection of culture is a successful of affective

commitment would be improve very information that selected workers recognize by organizational goals.

However, McElroy (2000), also suggested the special feeling of might persuade a moral in sense of duty to the ones employee. In the other hand it includes the normative commitment. So the McElroy his self argues to be carefully in selection when a people who try to enjoin firms and managers cloud make sure those are similar among the organization and the workers in the extent in OC would simply develop (McElroy, 2000).

McElroy's told us. The firms are investing in training sent an obvious message into their employees that in business are commitment in the development it is individuals. While organization trainings are in involve specific skills in the company. Training may well induce the continuance commitment and the acquired skills ware perceive into un-transferable (McElroy, 2001).

The whole training skill can transferable in other company the easily ways, when my specialized result of training can creation of the terms into sunken cost and effort and an labors stand into lose if she or he falsity leave in the organization.

Generally the opinion of individuals or workers about the associations' Human resource practices shows a worker's general recognition of the organization's different human resource practices and it is recognized a key figure in appreciating employees conduct in the work environment while they are presented with different human resource activities instead of a single practice (Chang, 2005).

Besides, Chang analyzed the impact of general belief on organizational commitment. The earlier researchers had have exam the result of the single HR practice in commitment to the organization; getting trained and having Organizational commitment.

The researchers related to the studied of the HRM practice have be evidence for the links between reward and the organization commitment (Pfeiffer, 2001) argues those reward system like the high wages base, sharing the bonuses are increase and workers and the commitment of the employees by options are incentive of stock in the employee and motivated is the best achievement of the organization ambition.

The results of Hammer and Landau have showed the workforce who realize the perceived opportunities of advancement in their organization were more committed to their organizations. Similarly, a study by Coyle-Shapiro, et al. (2002), showed the profit sharing in organizational commitment is the positive impacts (Arthur, 1994).

The outcome impact of the bonus and salary on the company performance, there are small research showing impact of bonus and wage in the organizational commitment, in the

view of that, the both of these factors are included bonus and reward as the pay bottom on performance.

Many researchers that made show the relationship between information sharing statement for many years ago have been so interest in organizational commitment and the communication. FUU'cade, observe in communication within employee is one of the organizational strategy can be able employed to encourage the workers commitment and involvement.

They assert and owner can used to communication like as increase information run down into organization, involve workforce. The theory of processing social information suggest to practice the communication and encourage open communication in the organization and access open information and sharing information by free, to increase the affective OC (Thornhill, 2000).

In recommended sharing information is a variable associated has direct influence by affective commitment. Sharing information's are recommending into have a direct influence of the variable company with affective commitment it is importance by improving employee structure and trust and significances of perceive(Mayfield, 2000).

The nurtured attachment is best in the organizational loyalty when they practice the communication and took place in organizational their high place in an firm that place is the higher value on the workers and enhance the trust.

### **Selection and Organizational Commitment**

As McElroy explained (2001), Selective employing is one human resource practice that sends an accurate and clear message to workers that individuals matter. McElroy focuses that excessive the targeted choice and selection or the selection is one of the best, may enlarge effective commitment of the many reasons. Furthermore, observes in practices serve into guarantee that just individuals who are seen as suited with the organizational objectives and to society are chosen (McElroy. 2001).

In the event that the determination or selection in fruitful, effective commitment has to be improved by the reality that the chosen workers identify with the organizational objective, though, McElroy (2001), additionally recommended that feel made by being unique may persuade an ethical and the moral feeling for commitment into new employees including normative commitment. McElroy has argued via careful selection the individuals who join their organization; the supervisor can confirm there are some congruencies in the middle of organization and employee in the degree of organization commitment might effectively improve. By integrating Salancik's model to commitment on organization looked evaluate the relationship

between commitment and external and internal motives in the processes of selecting the candidate for employment. The internal motivation includes Inherent on the interest in the work, the feelings of the about own career, the duty of the work and its opportunity to development (Caldwell and O'reilly. 2008).

External intentions or motives include family concerns, pay, exhortation of others, and topographical area. Surveyed MBA graduates quickly after they acknowledged work offers. These analysts repeated the survey six months later. Outcome of their canonical correlation analysis demonstrated both of the external and internal components were significantly related to the subsequent of commitment (O'reilly and Caldwell, 1999).

Correlation scores for particular components were essentially associated with effective commitment. The next six months of employment included in every foundation of the standard connection were the following;

- I. Intrinsic interest in the employment,
- II. Own emotions about the occupation,
- III. Job authority,
- IV. Opportunity for improvement or advancement
- V. Family burdens,
- VI. Job area and Salary.

The explored employees' choices to join an organization and their resultant commitment, they reported varied effects. To the test of the hypothesis with respect the impact of the retrospective and prospective rationality in the progression of the commitment, Meyer measured the continuance and effective commitment of roughly 500 recent college graduates accompanying one, six and eleven months throughout the subjects' first year of the employment. Meyer reported correlation outcomes consistent with the prospective rather than retrospective rationalization (Meyer, 2001).

Meyer also reported their discoveries with respect to job quality; the observed volition in joining the association may be identified and related. In the wake of controlling job quality, their various the regression analysis ended the volition was an insignificant variable in illustrating and explaining effective commitment.

### **Rewards and Organizational Commitment**

Studies associated with human resource management practiced, experts had have demonstrated a connection among reward and OC (Pfeffer, 1994). That discusses the rewards system, for example, the high pay based, sharing the bonuses and workers stock the options in the motivating forces of workers to dedicated and encouraged into accomplish or a

achievements managerial objectives. The study of Luadau and Hammer and encouraged to accomplish or achieve managerial objectives.

A study by Luadau and Hammer indicated the workers whom observed in opportunities for advancement in their firm are soma dedicated into their organization; also studied by Coyle-Shaprio (2002), demonstrated positive effect of benefit sharing on Organizational commitment (Coyle-Shaprio, 2002).

Arthur indicated the effect of wages and reward on the performance of an organization. There is little research demonstrating the effect for the pay and reward and organizational commitment along these lines, the both elements are in corporate in the reward and bonuses are pay base on the performance.

A reward is a process that allows individuals and motivates them to pay through certain about the motives of certain conduct or to make efforts in order to achieve a certain goal (Sharkawi, 2001).

Source to satisfy their need to show that the individual and offers individual either through the situation to encourage him to conduct follow-up the desired behavior pattern learned; "Encourage and sharpen daunting, and raise staff motivation to perform well, a means of granulation workers in their work to increase production, driving force and inspiration to do what"(Derek T, 2005).

The point of rewards is to accomplish a great framework to recognize performance beneficial outcomes including;

- I. The output of work quantity and quality.
- II. Reduce the shortage of work.
- III. The workers needs satisfy.
- IV. Feel the sense of the organizational justice.
- V. The belonging and loyalty of soul is raise.
- VI. The build-up cooperation of soul among employees.
- VII. Improve the picture the organization to the community.
- VIII. The effort of this study and relationship of the bottom hypothesis from the literature and research is develop the model we shown to it.

### **Training and Organizational Commitment**

The investigations of the impact of HRM practice and Organization Commitment, at the discovered HR management practice have critical relationship with the organizational commitment (Gear's, 2005).

McElroy (2001), reports, in the enlarged of the self-worth is sense might to be mechanisms from the inside of the training were anticipated into build OC. So McElroy contends the organizations to put resources into training drive an acceptable the message in their workers that the business or group are devoted the development on it is workforce (McElroy, 2001).

At that points when the training includes particular abilities or skills might induce continuation on the commitments, if on the skills gained were see into transferable (McElroy, 200). For All the training skills could to be affectively relocate to different businesses, When particular training might outcome in the formation in the sunken cost and terms of the time, and effort of the employees stand into lose if she/he leaving the company.

### **Performance Appraisal and Organizational Commitment**

Performance appraisal effectiveness was included from the Chang's (2005), study of the influence of employees' overall perception about the organization's HRM practices and OC, it was found that employees' beliefs that the HRM practices of the organization were effective, resulted in higher OC. Performance appraisal effectiveness was one of the factors included in the study along with training effectiveness, selection, grievance system and suggestion system effectiveness.

Moulder (2001), states that Performance appraisals are valued for defining expectation and measuring the extent to which expectation ate met, she goes on to state that appraisal can make clear to employees where they are having success and where they need to improve performance. Moulder (2001), indicates that appraisal are useful in setting goals and in fostering improved communication among work groups and between employees and supervisors, before the 1960's, performance evaluation were designed primarily as tools for the organization to use in controlling employees (Eichel and Bender; 1981). They go on to state the past performance was used to guide or justify management's actions in dealing with the employee. At the time, according to these Eichel and Bender, Performance appraisal provided the basis for salary, retention, discharge, or promotion decisions.

### **Information Sharing and Organizational Commitment**

Many researchers that made show the relationship between information sharing (communication) and OC has been of interest for many years, regarding communication with employees as one of those organization strategies that can be employed to encourage employees' involvement. They assert that employers can use communication such as "Increase information flow down the organization" to involve employees. The social information processing theory suggests that practices of communication that promotes open communication within the



organization and open access to information, and frees information sharing, can increase effective OC Thorn hull et al (1996). Information sharing is suggested to have direct influence on the variable associated with the effective commitment by enhancing trust and building employees and perception of importance (Meyer and Allen, 1997).

Mayfield (2000) state that organization loyalty and attachment are best nurtured when communication practices take place in an organization that place high value on employees and enhance trust. They also add leader communication skills and practices help to generate organization loyalty.

### **Compensation and Organizational Commitment**

The term compensation can be described as payment of salaries, wages, bonuses or reward systems that is used by organization to motivate their employees (Milkovich & Newman, 1999). These payments are normally based on the employees' value to the company, position at the company and their overall contribution in the organizations performance. Thus, pay system is one of the ways organizations motivate their personnel and influence their performances which can consist of monetary payments and non-monetary rewards that is given to employees (Huselid, 1995).

Moreover, pay system can come in many ways such as employee to have their share on the profits, receive bonuses and incentives, vacations, attending overseas courses and study leaves for them to develop their knowledge. Consequently, this will lead the organization to generate greater profits.

Meanwhile, in Somalia employees are expected to give their all and perform well when they believe that their pay and promotion will be based on their performance appraisal results. Thus, good appraisal outcomes will lead to greater rewards of promotion, bonuses and increase in salary which will satisfy them (Kuean, Kaur and Wong, 2010). Based on this information, it's safe to say that in United States and Somalia pay systems are based on workers performances and merit.

### **RESEARCH METHODOLOGY**

This section describes the methods that are used to observe and study the relationship between HR management practices and organizational commitment. The study adopts a quantitative approach to understand the affiliation between HR practice and OC. At the same time, organizational commitment have also been considered dependent variable whether they have impact on the relationship between six human resource management practices built-in as

independent variables in this research were selection, appraisal Performance reward, compensation, information sharing and training.

## Research Design

A plan in which data is collected and utilized to gather desired information is called research design. In other words, a strategic plan used by researcher to investigate and answer research questions. The objective of this study is to find out a relationship among HRM practice and organizational commitment. Hence, this is correlation study which studies the nature of the certain relationship between two or more variables in a situation (Cavana, Delahaye & Sekaran, 2010). In doing the research, the researcher will use questionnaire over period of weeks and Months to answer the research questions.

Three big telecommunication companies in Somalia are participated in this study, the workers perform is an interdependent rules a clients and work often flexible shift, on the other hand opportunities to have interact which overall another employees and supervisors in an equal company.

The firm is considered a relevant labor group of workers. Each company is provided copies for the questionnaires and they returns envelope.

In to ensure a total anonymity, there is no names and no identification number are associate a survey. So researcher agree this instructed the workers into drop the surveys sealed envelope into extent, so they disagree or agree any statements like ‘your company are consider your values and your goals’.

The research makes use of measures workers perceived organizational included support items like extent which a respondent could “I would be very happy to spend the rest of my career with this company”. Figure 1, shows the process flowchart of the study. The most important part of a research is the first step in collecting information regarding human resource management Practices and frameworks as well as information related to HRM that influences OC. The information can be obtained from related academic journals, reference books, articles and other sources from the internet. Besides that the use of primary and secondary data are also crucial in gaining information related to the study.

## Time Horizon

This data were collected Somali industries telecommunications namely Hormud, Nationlinks and Somtel telecommunication, In May 2014 to studying impact of the HRM practices and organizational commitment.

## Type of Study

This study is a correlation study which aimed at delineating an important of the variables was associated with problem. This field was conducted survey through the distribution for the questionnaires into three major telecommunication companies in Somalia. Each company was provided a questionnaires copies and return into envelopes.

## Population and Sampling Frame

Sampling technique used in this research is probability sampling. According to Zikmund, Babin, Carrand Griffin (2010), probability sampling is a sampling technique in which every member of the population has a known, nonzero probability of selection. Under this technique, the method used by is a simple random sampling where every each element in the population will have an equal chance of being included in the sample. Less time consuming, easily accessible and easy to measure compared to other sampling technique.

The population of this study comprises of all staffs at Somalia telecommunication companies in Mogadishu who match our specific characters at those companies. According to Agoda (2013), there are three companies in Mogadishu namely Hormud telecom, Somtel telecom and Nationlink telecom.

This method will give equal chance to every person in this population to be selected (Fraenkel & Wallen, 1993). The sample can represent the whole population in Somalia telecommunication companies. So this population term of this research covered all the three organizations.

## Sample and Sampling Techniques

In this section, the researcher explains the techniques that are used in formulating the sample that is used to measure the human resource management practice and the relationship between organizational commitments among telecommunication industries into the Mogadishu.

## The Data

The data were collected from employees of the selected three telecommunication companies in Somalia. The averages for the workers per company are seventy employees including supervisors, head departments and managers, but seventy employees of each company were participated in this survey.

The researcher used questionnaires as method in having primary data. The best thing about questionnaires is the anonymity of the respondents which leads to more open and truthful responses unlike many other techniques.

Nevertheless, questionnaires are also attractive because they are relative low cost and can be done by the respondent in their preferred time. In doing this research, exactly 210 sets of questionnaire were distributed by the researcher to the targeted respondent and collected 125 sets of completed questionnaires. The participation of employees from these companies are based on voluntarily and confidentiality due to the used of this data for academic purposes only.

### **Questionnaire Design**

The nine-page open and close a questionnaire was developing into gather information about human resource practices and organizational commitment. The questionnaires are split in to the three main parts, namely, part one, part two, part three.

Section part one indicates the respondent background. Such the Gender, age, marital status, highest qualification, years of service and current positions.

Section part two indicates degree of agreement or disagrees of the respondent human resource management practices.

Section part three indicates how much the degree agrees or disagrees of organizational commitment.

### **Data Analysis Techniques**

In research that is undertaken, one of the key parts is doing data analysis. Because, only after doing data analysis will the researcher be able to transform raw and unfinished data into meaningful one which will the researcher read facts, find patterns and come up with explanations to the generated hypothesis.

One of the very common analyses used by most researchers in doing data analysis technique is Statistical Package of the Social Sciences. Hence in this study, the researcher used Statistical Package of the Social Sciences {SPSS} version 18.

### ***Descriptive Analysis***

Before analysis, the collected data was checked for completeness and consistency. The data was analyses using SPSS. Analysis was done using a descriptive statistics like the standard deviation, Mean, frequency distribution, percentages and Pearson Correlation statistical tool was used to establish the strength and significance of relationships between HR management practices and organization commitment. The presentation for this information was done by using the percentage and frequencies of every respondents and demographic have being calculated the frequencies by using analysis.

### ***Reliability Testing***

The researcher needs to be alert and has to be very careful with the questionnaires distributed. Thus, to ensure that the questionnaires are measuring the desired measure, the researcher has to keep an eye on the results from the Cronbach's alpha of reliability.

Sekaran, (2005) mentioned that if reliability coefficient close to 1.0, the appropriateness of questionnaire to measure the variables is better.

However, generally, the reliabilities less than .60 are considered to be poor, and those in the .70 range, are acceptable, and over .80 classify as good (Sekaran, 2005, 95).

### ***Inferential Statistics***

In the inferential analysis, the researcher tries to infer the population of the study based on the sample that is chosen. In this research, the inferential statistics deployed to analyze are Pearson correlation and linear regression analysis.

### ***Correlation Analysis***

This study is aimed into examine a relationship between human resource management practices and organization commitment. Therefore, correlation analysis is one of the very important analyses the researcher needs to perform. Normally, Pearson correlation is used in most relational studies and similarly the researcher uses it in this study.

Pearson correlation shows linear relationships between independent variable and dependent variable of the study. Subsequently, based on results from the Pearson correlation, the researcher illustrates the intensity for the relationship among independent variable and dependent variable.

To read results from the correlation coefficient, it's important that the researcher know the meaning of numbers and signs. Hence, coefficient value ranges from +1 to -1. The negative and positive sign show a direction for the relationship whereas -1 means there is strong negative relationship between independent variable and dependent variable. So +1 meaning that there is strong positive relationship between variable of a study. However, in some cases 0 values. Can result from coefficient correlation which means there is no relationship between the variables.

In summary, "absolute values ranging between .7-1.0 are showing very high positive or negative correlations, while (0.5 to 0.7 or -0.5 to -0.7) mean there is a high correlation; (0.3—0.5 or -0.3—-0.5) low correlation; (0.0—-0.3 or 0.0—0.3) very low correlation.

### *Pearson Correlation*

Pearson correlation analysis was applied to inspect whether organizational commitment have significant relationship with human resource management practices. Pearson correlation would indicates a strength, direction and significance for the relationships overall variables on this studying. According to Sekara (2005), theoretically it might be best positive correlation among both of these variables. It is symbolized by the 1.0, nor a perfect negative correlation with should be -0.1. The significances of the  $P=0.05$  is totally accepted by conventional levels in the social science research (Sekaran; 2005; 239-450).

## **ANALYSIS AND FINDINGS**

210 sets of the questionnaires comprising 9 pages were distributed. In total, 125 questionnaires were returned; on behalf of the average response was 59.5% crossways the three telecommunication companies. After list wise deletion the whole missing data an on relevant research variables, so in a final usable of the sample 125 workers from three companies, comprising a response rate of 59.5% was derived.

### **Goodness of Measures**

A data of this study was gathering through set of the questionnaires, with is primary resource for the data collection so that it's essential to verify of appropriateness in this instrument using for the measurements.

### **Reliability Analysis**

To measure the consistency and the stability of items, the researcher used Cronbach's Alpha value. In general, if the value of alpha indicates 0.7 and above, it means the items have high reliability and from that point on the research can be used for further analysis (Nunnally 1978).

To test the questionnaire's reliability, Cranach's alpha coefficient has been found as 0.920 and it means a very high reliability.

### **Pearson Correlation Analysis**

Correlation analysis is procedure to look into the relationship between one variable to another variable. In this research the researcher determined to apply the simple correlation analysis. According to Zikmund (2003), simple correlation coefficient is a statistical measure of the variable or affiliation between two variables.

In this research, the researcher conducted correlation test to analyze the relationship between the independent variable which is Human Resource Management Practices and the dependent variable which is Organizational Commitment.

In general, the r-values from the test have to be in between the range of -1.0 to 1.0 which shows that there is a positive relationship or negative relationship. In some cases, the r-value can be zero which indicates a zero relationship (Gravetter & Wallnau, 2005).

Table 1: Pearson Inter correlations Matrix Result

Pearson Correlation Sig. (2-tailed) N=125	Organizational Commitment. (DV)
Selection	0.263**
Training	0.460**
Performance Appraisal	0.444**
Compensation	0.548**
Rewards	0.375**
Information Sharing	0.397**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

To examine the first objective of this research which is to determine the relationship among human resource practices; selection, training, performance appraisal, compensation, reward and information sharing and organizational commitment, Pearson correlation is needed. Table 3 shows the independent variable that has the highest relationship with the organizational commitment is compensation; it has strong positive relationship of 0.910 with the dependent variable.

Furthermore, Information sharing also has strong positive relationship of 0.677 with organizational commitment. Similarly, training show strong positive relationship of 0.624 with the dependent variable. Rewards also have positive relationship of 0.596 with organizational commitment; As well selection has positive relationship of 0.441 with organizational commitment.

Finally, Performance appraisal has the least of all with moderate positive relationship of 0.323 with the organizational commitment.

In summary, this part has answered the first six objectives of this research which is to examine if there is a relationship between organizational commitment and the six human resources practices.



## Regression Analysis

### Model I

In this regression analysis, the researcher has the task of identifying which of the human resources practices have effects the organizational commitment and which one has biggest impacts. According to Cravetter & Wallnau (2005) regression analysis is a statistical analysis technique that is used to find out the best-fit straight line for set of data.

The first model, has been performed and from table four,  $R=0.944$ , it is considered as quite high. According to the ANOVA Table (Table four), since this correlation coefficient can be used for regression analysis and model is fit with the organizational commitment, ( $F= 159.562$ ,  $p$   $0.000<0.05$ ).

However, in the table 6 some of the coefficient of multiple regression model is insignificant ( $p<0.05$ ), i.e. training and performance appraisal.

Table 2: Regression Analysis on Coefficient of Determination (R Square)

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 <sup>a</sup>	.890	.885	.22574
a. Predictors: (Constant), Information sharing, Training , Selection , Performance Appraisal, Rewards, Compensation				

Table 3: ANOVA

<b>ANOVA<sup>b</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.787	6	8.131	159.562	.000 <sup>a</sup>
	Residual	6.013	118	.051		
	Total	54.800	124			
a. Predictors: (Constant), Information sharing, Training , Selection , Performance Appraisal, Rewards, Compensation						
b. Dependent Variable: Organization Commitment						

Table 4: Regression Analysis of Human Resource Management Practices and OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.054	.185		.290	.772
	Selection	-.138	.048	-.139	-2.886	.005*
	Training	.096	.054	.098	1.768	.080
	Compensation	1.012	.067	1.032	15.152	.000*
	Performance Appraisal	.052	.060	.049	.877	.382
	Rewards	.229	.071	.212	3.231	.002*
	Information sharing	-.289	.088	-.282	-3.292	.001*

a. Dependent Variable: Organization Commitment

\*significant in 95% Confidence interval

Therefore, the new multiple regression model has been performed and the results are explained as follows.

### Model II

A multiple regressions were performed with stepwise backward method to evaluate whether training and Performance appraisal plays a role with the organizational commitment. The result found from the SPSS concluded that training and performance appraisal does not have an impact to the organizational commitment intention among the other variables.

Consequently, these two variables are excluded from the model by stepwise backward method. The results of new multiple regression model has been shown as follows.

Table 5: Regression Analysis on Coefficient of Determination (R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.941 <sup>a</sup>	.886	.882	.22814

a. Predictors: (Constant), Information sharing, Selection , Rewarding, Compensation

Table 6: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
2	Regression	48.554	4	12.139	233.229	.000 <sup>a</sup>
	Residual	6.246	120	.052		
	Total	54.800	124			

a. Predictors: (Constant), Information sharing, Selection , Rewarding, Compensation

b. Dependent Variable: Organization Commitment

Table 7: Regression Analysis of Human Resource Management Practices and OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	.199	.164		1.213	.228
	Selection	-.106	.042	-.107	-2.535	.013*
	Compensation	1.043	.051	1.063	20.406	.000*
	Rewarding	.336	.048	.312	7.063	.000*
	Information sharing	-.331	.066	-.324	-5.022	.000*

a. Dependent Variable: Organization Commitment

\*significant in 95% Confidence interval

The multiple linear regression model equation is as follows:

$$Y = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 +$$

Therefore; (organizational commitment) = 0.199 1.063 (compensation) -0.107 (selection) -0.324 (information sharing) 0.312 (Rewards).

As illustrated in Table 9, since all of the P value of multiple regression coefficients are less than 0.05. All of the four of the independent variables of human resource management (selection, compensation, reward and information sharing) significantly affect the organizational commitment.

Similarly, the independent variable that has the highest multiple regression coefficients ( $\beta$ ) among the four human resource practices is compensation with stepwise backward of (1.063), which means that compensation have the highest effect on organizational commitment among the other human resources practices.

Thus, one unit increase in standard deviation of compensation will result 1.063 increases in organizational commitment. Furthermore, reward has the second highest beta (0.312) among the six human resource practices after compensation.

However, contradiction to the theory, the coefficients of IS and S have been found negative. This surprising results model IS and S insignificant or irrelevant.

In summary, the aim of this analysis was to provide answers to the final objective of this research which is to examine which human practices among selection, training, performance appraisal, compensation, rewards and information sharing has the biggest influence on organizational commitment of telecommunications at Mogadishu. Thus, it's summarized here that compensation is the critical factor in explaining organizational commitment.

## Hypothesis Testing

In this part, the researcher related the results found from the analysis carried out to the hypothesis in Part 3.

Hypotheses 1: There is relationship between reward and organizational commitment

Hypothesis one was established to examine the relationship between reward and organizational commitment.

From the Table 4, the results tells that reward has significant effect on organizational commitment, stepwise backward ( $\beta = 0.312$ ,  $p = 0.00 < 0.05$ ). In this study, the model research statistics significant and Beta value to show that reward has significant positive relationship with organizational commitment. Therefore there is no enough evidence to reject the first hypothesis of the research, i.e. H1 is accepted.

Hypotheses 2: There is a relationship between training and OC

The result of the multiple regression analysis tested earlier shown that there is significant positive relationship between training and organizational commitment. Because the model research statistics significant and beta ( $B = 0.096$ ,  $p = 0.080 > 0.05$ ). Thus, in this study, this was not rejected the second hypothesis of this research rejected, i.e. H2 is accepted.

Hypotheses 3: There is a relationship between performance appraisal and OC

From the Table 6, the results tells that Performance appraisal has significant positive relationship with organizational commitment which the third human resource practices in this research with ( $B = 0.052$ ). In this study, the model reach statistics significant ( $p = 0.382 > 0.05$ ). Hence, the third hypothesis test of this research was not rejected, i.e. H3 is accepted.

Hypotheses 4: There is a relationship between Compensation and OC

The four hypothesis of this study, the relationship between compensation is tested against organizational commitment. The results displays that compensation was significant stepwise backward beta ( $B = 1.063$ ,  $p = 0.000 < 0.05$ ) which means that compensation has significant positive relationship with organizational commitment. Hence, the fourth hypothesis test of this research is accepted. i.e. H4 is accepted.

Hypotheses 5: There is a relationship between selection and OC

Selection has significant negative relationship with organizational commitment which the five human resource practices in this research with stepwise backward ( $B = -0.107$ ). In this study, the

model reach statistics significant ( $p=0.013<0.05$ ). Hence, the fifth hypothesis test of this research is accepted. i.e. H5 is accepted.

Hypotheses 6: There is a relationship between information sharing and OC

As for final hypothesis of this study, information sharing has significant negative relationship with organizational commitment which the six human resource practices in this research, the model reach statistics significant stepwise backward ( $B=-0.324$ ,  $p=0.000<0.05$ ). As a result, the last hypothesis test of the research is accepted. i.e. H6 is accepted.

Table 8: Summary Hypotheses Results

Hypothesis	Decision
<b>Hypotheses1:</b> There is a significant relationship between Selections and OC	Accepted
<b>Hypotheses 2:</b> There is a significant relationship between Training and OC	Accepted
<b>Hypotheses 3:</b> There is a significant relationship between Reward and OC	Accepted
<b>Hypotheses 4:</b> There is a significant relationship between Compensation and OC	Accepted
<b>Hypotheses 5:</b> There is a significant relationship between Performance Appraisal and organization commitment	Accepted
<b>Hypotheses 6:</b> There is a significant relationship between Information Sharing and organization commitment.	Accepted

### Recompilation of Research Findings

This research examined the relationship between human resource management practices namely as selection, training, performance appraisal, information sharing, reward and compensation with organizational commitment among telecommunications in Somali. Initially, during the research a total 210 printed questionnaires were distributed to employees among telecommunications in Somali and 125 were fit to use for this research. Thus, in this study the respondent rate was 59.5%.

Compensation is more effected on organizational commitment. But there are two problems here, selection and information sharing coefficients are negative. It would be contradiction with the organizational commitment.

### SUMMARY OF THE FINDINGS

This research investigates the important for HR management practices on workers commitment. Contributions on this study were test effects in organization commitment (OC).

The first goals were to test a influence for the HR management practice and organization commitment into found whether workers considered HR management practices as supports

from companies and whether they believe in their workers manifest their commitment into them through their HR management practice.

These workers believe made the workers much committed into the companies. A majority of the previous studies in this area have been a conceptually. There have been some empirical employees in this area. Only some researchers were studies an influence of the HR management practice and organization commitment. Therefore the study either use all of the employee perception about the HR management practice effectiveness of the companies into research influence for the HR management practice on the organization supports and to use very litter of HR management practice like compensation and reward.

Next one, organizational always uses the set of the diverse for the HR management practice, only one HR management practice and thus in HR management practice in companies tend into relate a especially while they were apart for the synchronized system. As a result, it's important into study a influencing of the some HR management practice mutual on the perceive organization supports rather than personally have been cases in much past study.

Last one is to use all of the workers perceptions' about HR management practice on the perceive organization supports. Would not been effectiveness. This study could single indicate a influence of all of the workers perception about HR management practice in their own company on POS, but mightn't test the influence for the specific HR management practice including the bundle on perceive organization commitment.

To enhance the issue of this study rectify by include the diverse of the HR management practice. Six HR management practices are including in this research to test relationship every one of HR management practice within organization commitment.

## **DISCUSSION OF FINDINGS AND RESEARCH OBJECTIVES**

The most interest of the finding for this study is the significant relate direct into effecting of HR management practice and organization commitment. Six HR management practices are the significant predictors of the organization commitment. As an outcome of the HR management practices in to bundle was important because a company use some HR management practices and not only one HR management practice (Geare and Edgar; 2005).

The most interest of the finding for this study is the significant relate direct into effecting of HR management practice and organization commitment. Four HR management practices are the significant predictors of the organization commitment. As an outcome of the HR management practices in to bundle was important because a company use some HR management practices and not only one HR management practice (Geare and Edgar; 2005).

Those findings are advises HR management practice were important to determinant for the organization commitment. Finding were consistent which studied by Geare and Edgar (2005), and which recommendation that it is the quality of practice that count and no quality, they recommending human resource management require into the conduct usual attitudinal view into charge workers response into the present HR management practice and tried to find out who is working and who isn't (Geare and Edgar; 2005).

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

***Objective: Examine the relationship between compensation and organizational commitment***

As shown in Table 3 of Pearson correlation analysis there is a significant positive relationship between compensation with organizational commitment (R-value 0.910), which means that compensation have positive relationship with organizational commitment among telecommunication's in Mogadishu.

***Objective: Examine the relationship between Information Sharing and OC***

In terms of objective number two of this research, the researcher carried out Pearson correlation analysis to see if there is any relationship between information sharing with organizational commitment. Hence, as is shown in Table 3 there is a significant positive relationship between Information Sharing with organizational commitment with R-value of (0.677).

***Objective: Examine the relationship between training and organizational commitment***

In terms of objective number three of this research, the researcher standard out Pearson correlation analysis to observe if there is any relationship between training with organizational commitment. Therefore, as is shown in Table 3 there is a significant positive relationship between training with organizational commitment with R-value of (0.624).

***Objective: Examine the relationship between reward and organizational commitment***



Similar to prior objectives number four of this research, the researcher found that reward has significant positive relationship with organizational commitment among telecommunication in Mogadishu. Since, the R-value is (0.596) as shown in Pearson correlation Table 3 in research methods chapter.

***Objective: Examine the relationship between Selection and organizational commitment***

As for Selection, objective number five of this research, the data analysis of Pearson correlation illustrated that there is significant positive relationship between Selection and organizational commitment. This is based on the result in Table 3 which shows R-value of (0.441) for Selection relationship with organizational commitment among telecommunication in Mogadishu.

***Objective: Examine the relationship between Performance Appraisal and organizational commitment***

Objective number six of this research, there is a direct relationship between performance appraisal and organizational commitment, the data analysis of Pearson correlation illustrated that there is significant positive relationship between performance appraisal and organizational commitment. This is based on the result in Table 3 which shows R-value of (0.323) for Performance Appraisal relationship with organizational commitment among telecommunication in Mogadishu.)

***Objective: To identify which HRM practices contribute the most towards organizational commitment***

Last but not list objective number seven of this research, to identify the critical factor of human resource management practice that improves the organizational commitment telecommunication in Mogadishu, the researcher has six practices to analyze namely as selection, training, reward, performance appraisal, compensation and information sharing. To find out the critical factor would simply tell the management which of the selected practices leads when it comes to improving organizational commitment as well as organizational performance as whole. During the analysis discussed in Pearson correlation, all the human resources factors resulted correlation with OC.

However, to highlight the one practice that stands out from the six practices, it's important that regression analysis is put into play. Furthermore, in Table 9 the independent variable that has the highest standardized coefficients among the six human resource practices analyzed multiple regression analysis which is compensation with beta of (1.063), that means

compensation have the biggest effect on organizational commitment among the other human resources practices.

### **CONTRIBUTION OF THE PRESENT STUDY**

The present study adds into research struggle into understood the relationship between HR management practice and organization commitment. This studying contributes the newness of the direction the research organization commitment try to open data the importance for the HR management practice the development OC, the statistically fact of the significant correlations were single find between HR management practice and organization commitment.

With understanding how the HR management practice could be utilized in the managing OC, the studying as well contributes into our understanding for the importance of the HR management practice in the building organizational commitment.

This research shows that HR management practice that was concerned within the individual development for the workers like compensation, reward and selection are necessary in the development for the trust and organizational commitments in on academic settings.

### **LIMITATIONS OF THE PRESENT STUDY**

In any research that is done, there are always some limitations. Similarly, this study has some limitations as well.

To begin with, this research consists of only for HR practices which are performance appraisal, selection, compensation, training, information sharing and reward to study a relationship among HRM and OC.

The reason it is possible that these practices can't represent the whole aspects of HRM practices that are directly with improving organizational commitment. This research sets a telecommunication company, which allowed me into role out of the extraneous associated factors with a different jobs and organizations.

On the other hand, researcher also acknowledge in this setting imposes the limitation in the generalizability of the result. And lack of the variance crossways stores which look upon into ethnicity and gender might partially account of the in significant finding.

The using of the workers alone into measure organization level variable can affect validity for the responses. Employees couldn't have been fully conscious of the several or overall of the HR management practice with in their own organizations and may have giving inaccurate Reponses.

In spite of this limitation so these findings contribute into large a literature of the variables linked within the development of the human resource management on organization commitment is full supporting findings of past researches.

## RECOMMENDATION FOR FUTURE RESEARCH

The based on the limitations discussed earlier, the research has several suggestions for future researches done in HRM practices and organizational commitment.

The central focus on this studying was into examines the factors affecting organizational commitments between companies. This study begins by noticing that few studies examined HRM practices and organizational commitment. Then using a self-administered questionnaire, researcher collected data from Somali telecommunications companies and examined the relationship between selection, training, compensation, performance appraisal, information sharing and rewards. The finding of the study shows that HR practices have significant effect on organization commitments. The future research will be consider the limitation of this study and try to avoid the same limitation.

The future researchers should enlarge a scope of respondents such as multinational companies to enhance the consistency of results.

- I. Firstly, as it's mentioned before, this research focused on four human resource practices which are selection, training, reward, information sharing, performance appraisal and compensation; for that reason it's possible that future researchers can pick other practices such as manpower, job design, quality circle or pay systems.
- II. Secondly, this research is based on telecommunications' at Mogadishu and it's possible that some other research feel that they can study on telecommunications such as Somafone, telcel, STS. Moreover, it's also recommended that there can be similar other researches done on telecommunications' in other areas of Somalia such as in Mogadishu or Hargeisa.
- III. Third, future researchers can use other variables to investigate organizational commitment. In this research, the independent variable is human resource management, and it's possible that future researchers choose other aspects in the organization that can explain the level of organizational commitment at the organization.
- IV. Fourth, the future researcher might select an organization with high turnover rates to make sure the outcomes would be useful for the organization to retain their employee by recommending the solution on the study.
- V. Fifth, Future researches could also include other variables such as procedure of recruitment and selection due to the reason selection consists of the processes involved

in choosing from applicants a suitable candidate to fill a post to make sure that the candidate had right skills, knowledge and attitudes required to help the organization to achieve its objectives.

## RESEARCH IMPLICATION

The findings and analysis for this research will provides the opportunity for Somalia telecommunication companies to improve on its HRM practices with respect to selection and information sharing and further enhance its performance appraisal, training in order to bring about the high commitment required of their employees. The organizational commitment related to employees performance also needs some policy changes for telecommunication companies to be able to develop creative, innovative and pro-active employees' that will meet the strategic direction that it had laid out as deliberated in introductory section of this study.

## CONCLUSION

Contribute of this study to the growing of the literature on influence of the HR management practice and organization commitment. It may provide empirical proof into support theoretical models between HR management practice and organization commitment. This study as well recognize the HR management practice that are significant associate within organizational commitment, those include appraisal performance, selection, compensation, training, reward and information sharing.

The unstable economic environments in Somalia have considerably impacted the way firm organizations were manage the country. A new world of the work set importance of the human assets and certainly human capital developments in the center of the firm failure or success. The only most important driver's of the sustainable economic growth and productivity in the develop economies is stability of the workforce and quality.

Though, a prevailing of the evidence from telecommunication companies in Somalia recommending a higher rate of work turnover have negative affecting productivity has increased in Somalia.

A half of the inability of the organizations retain their aptitude, of the whole business environments in a Somalia are characterized is unprecedented influence hyper, high interest tax, high import tariffs much occasioned the devastating economic cum political sanctions to force on the country.

In view of the mass employees leaving from one of leading companies in Somalia, the present case is formulated to identify there is high turnover in telecommunication companies in

Somalia, and also telecommunication companies in Somalia can effectively reduce the high rate of employee turnover in the organization.

Telecommunication companies in Somalia are one of the leading organizations in Somalia and they experienced incredible growth for the last ten years, however, the organization faced high turnover rates among their talents employees.

An additional the main factors of the responsible the higher turnover rate in to among these companies were opportunities of the option of the employment outside of the country. Somalia are reputedly into had have the high numbers of the emigrant skilled employees and expert in the most of the African and European countries. But it isn't the most of African countries it received Somalia migrants economic. sizeable of the numbers of those experts were equally found into South Africa, Britain, American, Australia and all of the Arabic countries.

It's a possible of the sense into the feel obligation perhaps very important in to influence workers" organization behavior in their continue association or tenure into the firm. The workers decision is to whether to stay in the company perhaps more influence by their own affective attitudes toward into the company, with is their levels of the affective commitment in to organizational and alternate employment opportunities available.

Its most important of the future researches to focus much this idea of feeling obligation in the studying social exchange relationships, and determine future of the which outcome are variable feel obligations might play important rule like organization citizenship behaviors and employees performance

Besides that, it should also been interest into the views from managerial work force. Equally important, future research should introduce more dimensions of HRM practices into the research model based on their reasoned relationship within organization commitment.

The studying will help to increase the accuracy of understanding the relationship among HR management practice and organization commitments. Furthermore, future studying can also consider other variables apart from HRM practices that could influence organizational commitment.

It was found that HRM practices have a significant role on Organizational Commitment of employees but there need to be improvement in the area like planning, staffing, recruitment and Employee welfare. To avoid such gaps, organization must have to take care of Employees Training & Development, Compensation and Welfare Schemes.

Apparently, it has to be on regular interval which not only improve and enhance their skills but increase the productivity of the organization. In an era of cut-throat competition, it is also important to retain resources while offering other benefits like welfare, promotion, skill development, participative approach, two way communications etc.

The main findings that can be taken from result is there is a robust level of investigate in HRM practices in the surveyed Hormud telecommunication, Somtel telecommunication and Nationlink telecommunication.

Most of the study employees judged that their telecommunications are performing a number of assesses HRM practices. One explanation for the level of investigates in HRM practices could be that the Somalia Government represented by the ministry of Information, Post and Telecommunication to push the telecommunication sector in order to provide a quality standard of service. This leads to investment in HR practices.

The six of them on this studying have been accomplish whereby in the results have showing the selection, training, reward, compensation, performance appraisal and information sharing and were organizational commitment. This value is considered as acceptable. Among the entire HRM practices variable, compensation is the strongest variable.

OC had very important area in the studying of the organizational behavior. This part owes the huge numbers of the works that had found relationships among attitudes and organization commitment and behavior in the workplace (Meyer, 2011; 981). Furthermore, Strasser and Betemen that state the reason for the studying organization commitments is related performance and attitudes, behavior, characteristics and so on.

Moreover, the researcher carried out reliability analysis to test the level consistency and then tested for correlation analysis using Pearson correlation which all resulted significant positive relationships. Subsequently, regression analysis needed to find out the critical practice among the six human resource management practices compensation came up with the highest beta. Lastly, the researcher discussed several limitations to both the researcher and the study, and then suggested several recommendations and suggestion for future study.

## SUGGESTIONS

This study would like to suggestion to other researchers who may go on with to do the equal or similar study to view and in all probability pursue, in order to enlarge a levels of the commitment in the workers to the organization, for that reason it's possible that future researchers can pick other practices such as manpower, job design, quality circle or pay systems. Because the study found out that the HRM has a strong positive relationship with levels of commitment on the organization. Because of the following reason are highly suggested.

- I. Expand the study into other companies' especially functional groups in business organizations' to improve the result of the consistency.
- I. Include others criteria into measure organizational commitment to increase the accuracy of understanding a relationship among HR management and organization commitment.

- II. Examine each item of HRM practices identify the elements which best explains organizational commitment.
- III. Enlarge the studying to other businesses expand the consistency of results.
- IV. Contain other driver into calculate organizational performance thus this should increase an accuracy of the understanding a drivers that can impact of the work satisfaction.
- V. Training and development good T&R program could influence the employees as they will be able to do their jobs in a very good manner. Career and development would also increase their skills and abilities in their daily job.
- VI. Pay and Benefit the employee is willing to leave on job for another that paying higher salary than their current employer. As such, a better benefits provided by one organization could increase the organizational commitment.
- VII. Performance Appraisal an organization which perceived to be in weak economic position will raise the doubts on the employees and lead them to look for alternative job opportunity which provides better career prospect and better income.

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