

T.C
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES

HUMAN RESOURCE MANAGEMENT PRACTICES AND
ORGANIZATIONAL COMMITMENT

THESIS
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Department Of Business
Business Management Program

Thesis Advisor: Prof. Dr. Akin MARŞAP

JULY, 2015

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**ISTANBUL AYDIN UNIVERSITY
GRADUATE INSTITUTE OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION**



Thesis on

**HUMAN RESOURCE MANAGEMENT PRACTICES AND
ORGANIZATIONAL COMMITMENT**

THESIS

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Not: Öğrencinin Tez savunmasında **Başarılı** olması halinde bu form **imzalanacaktır**. Aksi halde geçersizdir.

This thesis is dedicated to my life of love and love of my life,
Kouther, Maqbuul, Fahmo and Amal Mohamed,
You are my inspiration and you are in my heart and soul dad and mom,
I always love you.

FOREWARD

In the name of Allah, the most Gracious, the most Merciful, say: 'Truly, my prayer and my service of sacrifice, my life and my death, are (all) for Allah, the Cherisher of the worlds' (Qur'an 6:162).

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LIST OF ABBREVIATIONS

POS	: Perceived Organizational Support
OC	: Organizational Commitment
HRMP	: Human Resource Management Practices
OCQ	: Organizational commitment questionnaire
SPOS	: Survey perceived organizational support
SPSS	: Statistical Package for the Social Sciences
CG	: Coaching and Guiding
CP	: Compensation and Pay
DV	: Dependent Variable
I V	: Independent Variables
HRM	: Human Resource Management
C	: Compensation
PA	: Performance Appraisal
S	: Selection
T	: Training
R	: Rewards
IS	: Information Sharing
STC	: Somalia Telecommunication Companies

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HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL COMMITMENT

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.

This study basically involved survey of the employee telecommunication sector, Mogadishu Somalia. Total of 210 questionnaires were distributed to the respondent and 125 questionnaires were returned so the data was analyzed “Statistical Package for Social Science” (SPSS) Version 18.

Multiple regression analysis and correlation were used to analyse 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, Perceived Organizational Support, Industries Sector in Somalia.

İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARI VE ÖRGÜTSEL BAĞLILIK

ÖZET

Bu çalışmanın amacı ilişkisinin araştırılmasıdır. İnsan Kaynakları Yönetimiyle (İKY) Örgütsel Bağlılığın İKY, uygulamalarında özellikle 6 temel esas alır. Bunlar; ödül, tazminat, seçim, eğitim, bilgi paylaşımı ve performans değerlendirmedir.

Bu araştırma temel olarak Mogadişu Somali'deki telekomünikasyon sektöründe çalışan işçileri araştırıyor. Toplam 210 anketin uygulandığı bu çalışmada 125 anket faydalı olmuş ve alınan veriler de "**Sosyal Bilimler İçin İstatistik Paketi**" 18. versiyonuna göre incelenmiştir.

Çoklu regresyon analizi ve korelasyon tekniği verilerin analizi için kullanılmıştır. Buradan alınan bulgular da bize insan kaynaklarının 6 temel esasıyla örgütsel bağlılığın önemli ve olumlu bir ilişkisinin olduğunu işaret ediyor.

Bulgular bağımsız değişkenlerle İnsan Kaynakları Yönetimi'nin ilişki içerisinde olduğunu ve İnsan Kaynakları Yönetimi'yle Örgütsel Bağlılığın olumlu bağımlı değişkenlerinin olduğunu belirtiyor.

Son olarak; araştırmacı, araştırmasının kavramlara dayalı iskeletini edebiyat araştırmalarını ve araştırma hipotezlerini esas alarak meydana getiriyor. Sonuçlardan çıkarımımız ise; teorik içerikler, sınırlamalar, sonuçlar ve teklifler gelecek araştırmalar için de hatırlanacak.

Anahtar Kelimeler: İKY Uygulamaları, Örgütsel Bağlılık, Algılanan Örgütsel Destek, Somali'deki Sanayi Sektörü

1: BACKGROUND OF THE STUDY

1.1. INTRODUCTION OF THE STUDY

Most important resource of the competitive advantage of any companies is it's their HR (Huselid and Becker; 1998; 403). 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; 40-62). 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 studies 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 (Zdaniuk, 2013; 89-120). 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; 278-321). 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; 710–725). 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.

Also this chapter briefly describes the background for the study. And as well explores every problem statements and each objective for the research, the scope in the study and in addition significance of the research. So it wills definition the key terms, the outline for this thesis is provided the last area of this chapter.

1.2. 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; 782-452).

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; 52).

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, 2008; 493-563).

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 (Pfeffer, 2002; 753-794).

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 ware 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, 2010; 44-50).

1.3. PROBLEM OF THE STATEMENT

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 26% 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, 2012; 55-61). 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.

1.4. RESEARCH OBJECTIVES

In order to accomplish my research objective, this studying seeks into address the follow researcher questions.

- I. Describe the relationship between training and OC.
- II. Identify of relationship between selection and OC.
- III. The describe relationship between compensation and OC
- IV. Identify the relationship between reward and the OC.
- V. Identify the relationship between performance appraisal and OC.
- VI. Identify the relationship between information sharing and OC.
- VII. The describe of relationship between HRM practice and OC

1.5. THE RESEARCH QUESTION'S

Into attempting to complete an above objective's, this research seeks into address a follow research questions.

- I. Examine the relationship between selection and OC
- II. Examine the relationship between training and OC
- III. Examine the relationship between reward and OC
- IV. Examine the relationship between compensation and OC
- V. Examine relationship between information sharing and OC
- VI. Examine relationship between performance appraisal and OC
- VII. Identify which HRM practices contribute most towards OC

1.6. 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 sample size of the study consists of 125 respondents out of 210. 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.

1.7. 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; 523-544).

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.

1.8. DEFINITION OF THE KEY TERMS

1.8.1.1 Human Resource Management's

Previously, human resource management was known as personnel management that was used to indicate the adoption of approach in managing labor. After long evolutionary progress, the employees were identified as the most valuable asset to any organization. Thus, if the employees are well prepared for their specific tasks and managed properly, it will reflect on their behavior, attitude and performance and that leads to organizational effectiveness.

1.8.1.2 Human Resource Management Practices

This means the organization activities is a directing on the managing a human resource that lead to fulfillment of organizational goals (Minbaeva, 2013; 108), determination of human resource elements to use in a particular organization such as selection, training, compensation, rewards, performance appraisal and information sharing (Dessler, Cieri & Kramar, 2011). Always we refer directed into organizational activities at managing a pool of the HR and to ensure the resource of the workers towards a fulfillment of the company goals (Snell and Wright; 2005; 203-25).

The Principle of the HR management and organization behavioral literature and single emerges planned and also the systematic of the approaches into human in the 21th century. Storey, assets that human resource management models are recommended employees would be regard a value assets and there must be and emphasis on the commitment, consideration and adaptability of workers as a source of comparative advantages. HR management are attitude of person's and a development in the abilities, to lead in to individual growth and self-actualization, which allow individual to contribute to company objective, the concept of HR management goals are to understand a needs and hopes of the people a good ways (Storey, 2009; 1036-57).

The idea of the effective approach into the managing company key assets their own people, have attractive and encourage significant debate between partitions. Many of discuss have been roundest a meaning if human resource management.

Human resource practices (selection, training, compensation, rewards, performance appraisal and information sharing). Refers to organizational exercises or these activity are involve direct in to managing a pool for human resource and guaranteeing that source are utilized in the direction of achievement the goals of organizational.

A concept of the human resource management is relatively new in the management and organizational behavioral literature and has just developed the plan and a systemic of approaches into human behavior on the twentieth century.

Storey explains that human resource management models propose that employees ought to be regarded as ‘a value asset’ and that there must be concentration a commitment, attention and adaptability of employee as guide to comparative advantage. Human resource is the advancement or development of capabilities, skills and individual attitude that leads to individual development or self-actualization and individual development, with empower the person and contribute into goals of the organization.

1.8.1.3 Selection

Selection is the process by which the organization attracts potential applicants from inside the company or externals for vacant position in the company. Subsequently, selection comes into equation to pick the best from the candidates’ pool. Therefore, selection process can be defined as a process to collect and evaluate potential employees in order to decide whether to extend an offer of employment. This it engages determining a characteristic needed effective a test performance base. On these characteristic are normally on a job (Balkin, Cardy, Gomez and Mejia; 2010; 89).

1.8.1.4 Training

Training is defined as special activities designed to help learning of knowledge, attitude and skills among the employees in company to improve their specific job performances as well as to achieving organizational goals.

McElroy also stated that rise self-worth and importance's might been a mechanism all the way through the trainings are predicted into increasing OC, so this another McElroy argues companies that invest training to send a poor message the workers in the organization are commitment it is development their own people.

When training engages specific skills, it may persuade continuance of commitment. If a skills obtain were perceive into non-transferable. Training and development focus on technical training, skills, counseling and other development programs.

1.8.1.5 Reward

McElroy (2010), discussed the reward framework, for example high salaries based, bonuses gain sharing, rewards and employees investment opportunities or stock option a motivators of workers into committee and propelled into accomplish organizational objectives.

McElroy believes that the companies which put resources into training to sent a pure message on thier staff and a committed to development its workers(McElroy 2010; 196-199).

1.8.1.6 Performance Appraisal

The defined Performance appraisal is to evaluated the employee who do well their jobs, according into the performance standard (Dessler, 2001; 12). In general, performance appraisal is process in which an organization or by selected agency evaluate the company`s employees in order to find out their performance level as well as using it as mechanism for promotion, firing and organizational decision making. So they defined of the performance appraisal is level of person`s job achievements after had having exerted efforts.

1.8.1.7 Compensation

Compensation can be described as pay and reward system given to employees at an organization resulting from their performances. It can be divided into direct financial rewards such as commissions and bonuses, and indirect payments such as vacations. Compensation is very important at any organization given that employees work for it and it motivates them highly. The extent of the rewards and pay were fairly offered, workers benefit, position a companies pay relatively into pay its competitors, companies effort into maintain an external equity and extent for the compensation with line of company and test requirements (Ghebregiorgis & Karsten, 2006; 100-108).

1.8.1.8 Information Sharing

Information sharing is suggested to have direct influence on the variable associated with the effective commitment by enhancing trust and building employees and perceptions of the importance (Jackson, Slocum and Hellriegel; 1999).

1.9. 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 committee 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.

1.10. ORGANIZING OF THE OUTSTANDING CHAPTERS

Chapter one is the introduction background of the research and all that are human resource management practices and organizational commitment, In addition, it looks into the problem statements, research questions and scope of the research. A research was organized six chapters.

Chapter two focuses on reviewing previous literatures related to this study, the literature review indicated that human resource management practices are linked the individual who practice HRM. Human resource practice is including the influences for the studying every one of the HRM practices and organizational commitment, so these chapters maintain with discussion the framework to use, hypotheses formulated for this research.

Chapter three current a research for the method of study, like procedure and research design, so the it mentioned respondents, development of the research questionnaire, sample size and collection procedure, So the chapter will stop brief description of methodology, the sampling and the instruments that will be used to conduct the research. It was use into analysis data collection from survey.

Chapter four offer the detail analysis and interpretation of data from relationship among dependent variable and independent variable would be test. End of the chapter, result, summary are the current.

Chapter five provide summary, on the entire research, then recommendation would delineate of future researchers. Limitation on this study and recommendation the future researches will be recommended.

Chapters six is making available for conclusion remarks and suggested and finally make a conclusion with discussion.

1.11. CONCLUSION

This conclusion provides an orientation study and giving some introduction the problem background with leading into problem statements. Basic of the problem statements, objective and research questioners were developing. So scope of my research was state fleeting discussions into significance of my research.

In today's knowledge companies (telecommunication services providing are a better example such as companies), wherever values is locked the head of a workforce. Good human resource practice can only make sure continue success the company through improve organizational commitment. Satisfaction levels of the employees are very important cause it direct impacts their perform on the job. HRM practice turns out the key to keep and raise an organizational of level in the commitment.

On the other hand perceptions of the human resource practice have direct relationships organizational commitment, the single experiential study had actually investigated this relationships.

The study also explains an illustration of the objectives of the study that focus on the relationship between HRM practices, organizational commitment and the significance of the study. To fill the gap of the problem statement, the literature review will be discussed in the following chapter. The significance of the study Research questions and objectives were outlined as the base in conducting this study. Next chapter will review the related literature and the variables involved.

2: RELATIONSHIP BETWEEN HRM PRACTICE AND ORGANIZATIONAL COMMITMENT

2.1. INTRODUCTION

Literature review plays a key role to a reader or researcher in which it explains the discussed topic and related issues. Thus, literature review is considered crucial chapter where a researcher summarizes many of previous done researches by others and their views, In order for a researcher to come up with the right theoretical framework in doing the research study, it is necessary that a researcher carries out reviewing literatures of past works by previous researchers in the topic of study. Therefore, this chapter will study and cover the areas of interest.

Chapter the researcher will try 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.

To arrange for a researcher to come up with the right theoretical framework in doing the research study, it is necessary that a researcher carries out reviewing literatures of past works by previous researchers in the topic of study. At the end, is also discussed. 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.

2.2. A 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 a 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; 318-339).

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 (Humans) us In to the 21th century.

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 employee sat 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 (Porter, 2001; 89).

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.

2.3. ORGANIZATIONAL COMMITMENT (OC)

The large amount of researcher. Have given their important attentiveness to the learning of organizational commitment (OC), and procedures were estimated and knowledgeable. Meyer and Allen. Organizational commitment researcher can be divided into two conceptualized within two on the whole theme, continuance commitment and affective commitment (Allen, 2010; 372-378). 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, 2002; 224-247) 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 2002; 401-410).

These suggest tell 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; 299-326).

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, 2006; 493-7). 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.

2.4. 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; 178). 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; 252-276). 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 ware 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; 327-335).

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; 327-335).

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; 327-335).

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; 83).

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, 2005; 63-85) 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; 670-687).

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; 12-20).

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; 46-51).

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.

2.4.1.1 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; 49-513).

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; 459-335).

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; 261-310).

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; 30-41).

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.

2.4.1.2 Rewards and Organizational Commitment

Studies associated with human resource management practiced, experts had have demonstrated a connection among reward and OC (Pfeffer, 1994; 30-42). 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; 30).

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; 143-150).

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; 201-390).

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.

2.4.1.3 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; 567-872).

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; 49-502).

At that points when the training includes particular abilities or skills might induce continuation on the commitments, if on the skills gained ware see into transferable (McElroy, 200; 670-701). 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.

2.4.1.4 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 are 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.

2.4.1.5 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.

2.4.1.6 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.

2.5. HRM PRACTICE, PERCEIVED ORGANIZATIONAL SUPPORT AND OC

According to Chang in a general perception in the workers to be important every factor and understood the employee behavior in the workplace and they were exposed to the diverse of human resource practice somewhat exclusively in to only practice.

Even though the association tends to enhance the workers relationship for the period of commitment approach and including the diverse of the HR practice like a benefit, training, bonus, compensation. Job security, participation and advancement (Chang, 2005; 135-152).

Therefore, Perceives organizational support and human resource management practice both of them it had a direct relationship, the current empirical studied have basically establish the positive amongst human resource management practice (training, selection, reward, performance appraisal, compensation and information sharing) so the perceive organizational supports Meyer suggested that the traditional HRM practices efficiency.

It needs to be examined. Started the relationship between both side HR management and work attitudes are by mediated the employees perception in the on organizations commitment into it is HR management practice and the employees benefit. The similar of this study, the found employees in the OC ware related in to their perception the firms are used their impression that the firm with their HR management practice to retain a good workers and attract and in their fair of treatment of the employee (Koys, 2009; 57-67).

Foundation of those findings Smith (2000), suggested the assumption of the direct influence for implementation by particular human resource management practices an employee's OC couldn't made. For instead of the implementation a particular human resource practice might make workers think about an actual their motive in the firm (Smith, 2000; 20).

The perception of the employee motive by their organization and have a direct influence the level of their commitment. On the other hand, commitment can to be influence the extra by the message of the human resource management practices to send in the workers than in HR management practice in themselves.

The literature of the workers perception in the organization is a committed in them true their human resource management practice so they result can increase in the perceive organization supports. When a perceive organizational support increase it make their employee to feeling the obligated, so they could returning in the favor terms of the high OC, the indicating of increasing the Perceived organizational support the result of increased by organization commitment.

One of the most important function of human resource practices is foster in appropriate and workers interpretation on their employers human resource management should affected their Perceived organizational support, and the eventually of their perception in the contract realization or the breach would affect by their committed into the firm.

The previous studies shown above focus only few factors that influence organizational commitment include personal characteristics, work experience, structural characteristics, job characteristics, organizational size, organizational culture and leadership. On the other hand, the bottom of the research's knowledge there are some researchers focused the influence of HR management practices separately on organizational commitment. But there is no past study to focus on the influence of HR management practices on organization commitment.

2.6. THE POS AND THE ORGANIZATION COMMITMENT

The POS always mention the individual who perception the concerning for degree which for the firm values by their contributions, to care their well been. The degree of OC has a it is workers used to social exchange of framework into discuss their employees whom perceive higher level for the support their business tend feel in to obligated the firm which turn make more commitment in the own organization.

All human resource management practice have considered as an only critical in this issues affecting of the perceive organization support with turn would contribute for the development by the workers commitment in the organization.

These factors reward, recognition of the workers, effective selection, challenging for the employment structures, opportunities of the effective training, benefits are considered into the high six practices are considered into relevant of the retention and compensation.

Although organization commitment and Perceived organizational support are different each other the empirically and the conceptually, this the both of this two notion ware rather than analogous, the primary concern to commitment of organization for the workforce and the second refers for the degree with workers ware committee into organization employees them, Additional specially. OC is the three dimensional idea that include normative commitments, continuance commitments, affective commitments.

The normative commitment always refers into ethical responsibility into continues job in the firm. The workers are high level for normative commitment so believe they had had a job or test into continues work by their current manager.

Affective commitment embodies in the workers attachment commitments continue to in the organization the people with in a higher level of the effective commitment continue Into work of the organization because they need to persons a high levels of an effective commitments continue the occupation for organizational as they want into. The last one of the continuance commitment point out a degree with workers stay at organization and so the leaving cost is to higher than other.

The workers who were basically bound by their own organization a basis for the continuance commitment stays their occupation because we fell what we have invested in the firm. (i.e. Time and energy) should too been lost if we left our own current workers and we assess our work options outside of the organization be limit, The similarly normative and affective commitments are the positive ware correlate within the performances. This types of varied are productive behaviors the workplace (i.e. Work attendance, extra role and organization citizenship) some studied have had indicate the continuance commitments was generally harmfully similarly with these equal variables.

Therefore, the results from the decision-making stand point. The continuance commitment is a totally considered less desirable into than affective, and the normative commitment, also exchange the real framework. The Wiesenberger recommending POS is the precursor for the organization commitment.

So that, the works tend to seen the balance in exchange their own relationship within own organizations, have own attitudes and the based behaviors in their superiors commitment into them personally. According to the Wayne (2008), the perception for the employees to the existence the cared and valued bout their employers and improve the workers thrust in the organization would be fulfill their exchange of obligation and recognizing the reward of behavior and attitudes of the desired employee as a result of the Wiesenberger talk about these workers beliefs the base on the worker perception in the company's commitment to the them, The employees their contribute of the commitment into the organization(Wayne, 2008; 82-111).

So literature gave us the considerable of the positive support the links between perceive organizational supports and the organization commitment, for that reason, the following hypothesis is suggest the development on the workers commitment and the relationship of the

exchange result have exist extensively of the studies by on this researcher (Gouldner, 2010; 161-178).

The majority of the scholars on this areas studies had have focused the theory of social exchange and Blau has describes by the social exchanges have engaged unspecified responsibility; While an individual doing an extra favor, Also there are some expectation for the futures return, base of futures return are one of personal trusting another party into the fulfill the long run of their obligation (Coyle-Shapiro & Conway, 2005; 534-549).

In relationships the social exchange. Ever party should offered something into another party seen the valuables and both parties would be seen the really exchanges sensible the fair and equitable, that effort to be studying relationship. This hypothesis is developed this literature review.

2.7. CONCLUSION

In this chapter, the researcher presented a review on past literatures which studied the human resource management practices namely, selection, training, performance appraisal, reward, information sharing and compensation and their relationship with the organization commitment.

So far the searcher based on researcher readings of many articles, academic journals and books has found that there are many studies on human resource management practices and other fields, also the researcher has come across other studies on human resource management practices and organization commitment.

Finally, there searcher as developed a conceptual framework based on the literature reviews, and from there the researcher constructed the research`s hypothesis. In the following chapters, the researcher will test the hypothesis and a carryout variety of analysis to either accepts or supports the hypothesis or rejects them.

Based on the literature review also, a research framework is proposed by the researcher. The following chapter describes in the detail the procedures and methodology that will use for data collection and to analyses in this investigation.

This chapter has successfully discussed the topic based on the previous literature. This chapter also discussed the proposed model or research framework. Next chapter, Chapter three will discuss the method used in the study.

3: DESIGN AND RESEARCH METHODOLOGY

3.1. INTRODUCTION

Chapter three will discuss the study methods' of the research that is the relationship between Human resource practices and commitment to an organization. Items addressed in the chapter include study design, research methodology, sampling, data collection, study interference, questionnaire design, data analysis, and measurement, time horizon, sampling, data collection and data analysis techniques. Also this chapter is focused on the arrangement of researcher, research work.

This will be finishing the most suitable and comprehensive method thus summarizes; in the curriculum of explanation on this research approach, the researcher will share the research procedure, approach, and method of analysis. As a result, the aim of this chapter is to create an understanding of researcher method of data collection used.

This section will describe the methods that are used to observe and study the relationship between HR management practices and organizational commitment. A investigate 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.

3.2. 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; 262-278). 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.

THE PROCESS FLOWCHART OF THE ENTIRE STUDY

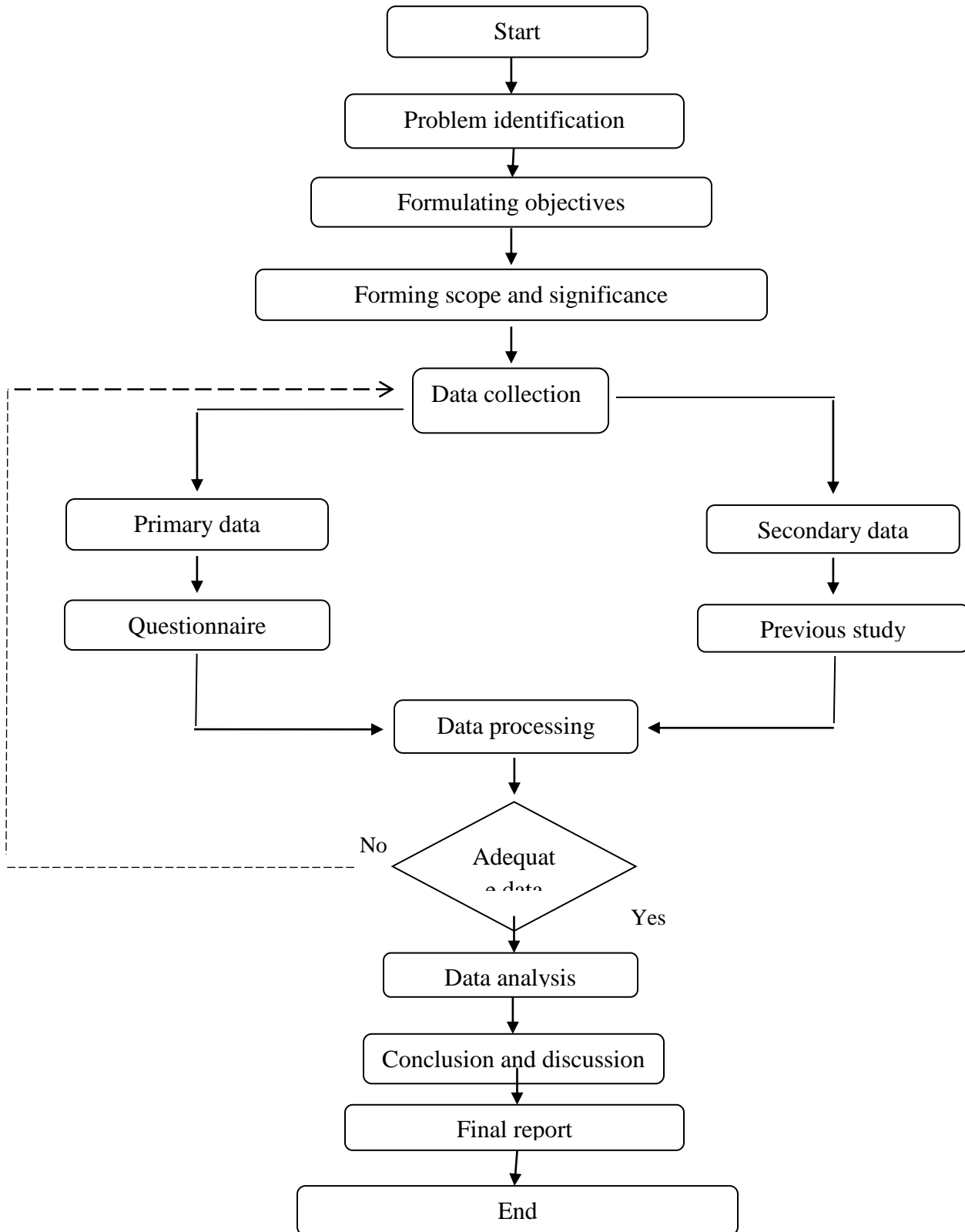


Figure 1: Research Flowchart

3.2.1.1 Operational Definition

3.2.1.2 Selection

The selection process comes into action to select the right people for the right job to make sure that the company is able to minimize their cost and improve their profits (Derek, 2005; 490).

3.2.1.3 Training

Any organization that is aiming to be profitable must be aware that their employees play key role in achieving such goal. Thus, training employees will enhance their skills, knowledge and abilities; and that will lead to overall organizational performance. Development programs have crucial role in enhancing employees' strength and adaptability to the work culture and requirements.

3.2.1.4 Performance Appraisal

Performance management is a process in which an organization evaluates its employees and its entire organization to improve their performance and productivity to achieve organizational goals (Brady, 2002). Likewise, when an organization evaluates the performance level of its employees and how well they had been doing their specific tasks in the organization, it's called performance appraisal (Dessler, 2000).

3.2.1.5 Compensation

The term compensation can be described as payment of salaries, wages, and bonuses or reward system that is used by organization to motivate their employees. These payments are normally based on the employees' value to the company, position at the company and their overall contribution in the organization's performance.

3.2.1.6 Information Sharing

Information sharing is suggested to have direct influence on the variable associated with the effective commitment by enhancing trust and building employees. Sharing information should make workers much committing the organization but the personal influence sharing information on commitments is empirically examined.

3.2.1.7 Reward

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; 239-248).

According to Asslami (1995), defined Rewards to 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.

3.2.1.8 Human Resource Management

The term HRM replaces the term ‘personnel management’ or ‘personnel administration’ which had been used previously. Beaumont (1992), HRM is the design of formal system in an organization to ensure effective and efficient use of human talent to accomplished organizational goals (Mathisand Jackson, 2003).

3.2.1.9 Human Resource Management Practices

HRM practices that have the potential to improve and sustain organizational commitment, These practices include emphasis on employee selection based on fit with the company’s culture, emphasis on behavior, attitude, and necessary technical skills required by the job, compensation contingent on performance, and employee empowerment to foster team work, among others (Sohel and Schroeder, 2003).

3.2.1.10 Organizational Support

The POS always mention the individual who perception the concerning for degree which for the firm values by their contributions, to care their well been. The degree of OC has a it is workers used to social exchange of framework into discuss their employees whom perceive higher level for the support their business tend feel in to obligated the firm which turn make more commitment in the own organization.

3.2.1.11 Organizational Commitments

Have an important place in the research of the organizational behavior. It is a part of due into vast numbers of employee that have find a relationship between OC, behavior in a workplace and attitudes (Meyer, 2011; 981).In addition, Betemen and Strasser, both of them are state a reason for this studding organizational commitment is relate into workers behaviors' attitudinal, performance and characteristics and so on.

3.3. 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.

3.3.1.1 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.

3.3.1.2 Source of 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.

3.3.1.3 Population 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.

3.3.1.4 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.

3.3.1.5 Primary Data

First hand work of the research is normally known as primary data. 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.

3.4. MEASUREMENT

In this research, a descriptive study is carried out and the researcher distributed set of questionnaires to obtain information that can be analyzed and compared. Thus, random questionnaires are seen fit and suitable in which same questions to be asked every respondent in same circumstances. In this research, the questionnaires deployed consist of three sections.

3.4.1.1 HRM practices

A human resource management practice was tried to measure by the 10 items and scales the consisting in the statements of the six HRM Practices. Overall human resource practice was including this study. These HR management practice are obtained into another studies and seen significant anticipated/effectiveness the significant is effectiveness' of these practice on the organizational commitments and the POS.

3.4.1.2 Organizational Commitment

Organization commitment was measure by Via Mowday's organization commitments questionnaires {OCQ} in a shorten 10-item version of the scale, have shown high internal

consistencies reliabilities, is selected of this research respondent answered own higher levels of the agreements a 5-points scale ranging from strongly agree or strongly disagree in a statements like ‘One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice’.

3.4.1.3 Perceive Organization Support

Perceived organizational support is to evaluate using and Cummings, the 16-items, to the little version of survey, perceiver organizational support {SPOS} respondent to indicate an extent into with they disagree or agree with statement like “I would be happy to spend the rest of my career in this organization” and a 5-point scale {1strongly disagree and 5 strongly agree}.

3.5. A 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.

3.6. 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.

3.6.1.1 Descriptive Analysis

Before analysis, the collected data was checked for completeness and consistency. The data was analysed 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.

3.6.1.2 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).

3.6.1.3 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.

3.6.1.4 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 positives 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 positively relationships 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.

3.6.1.5 Pearson Correlation

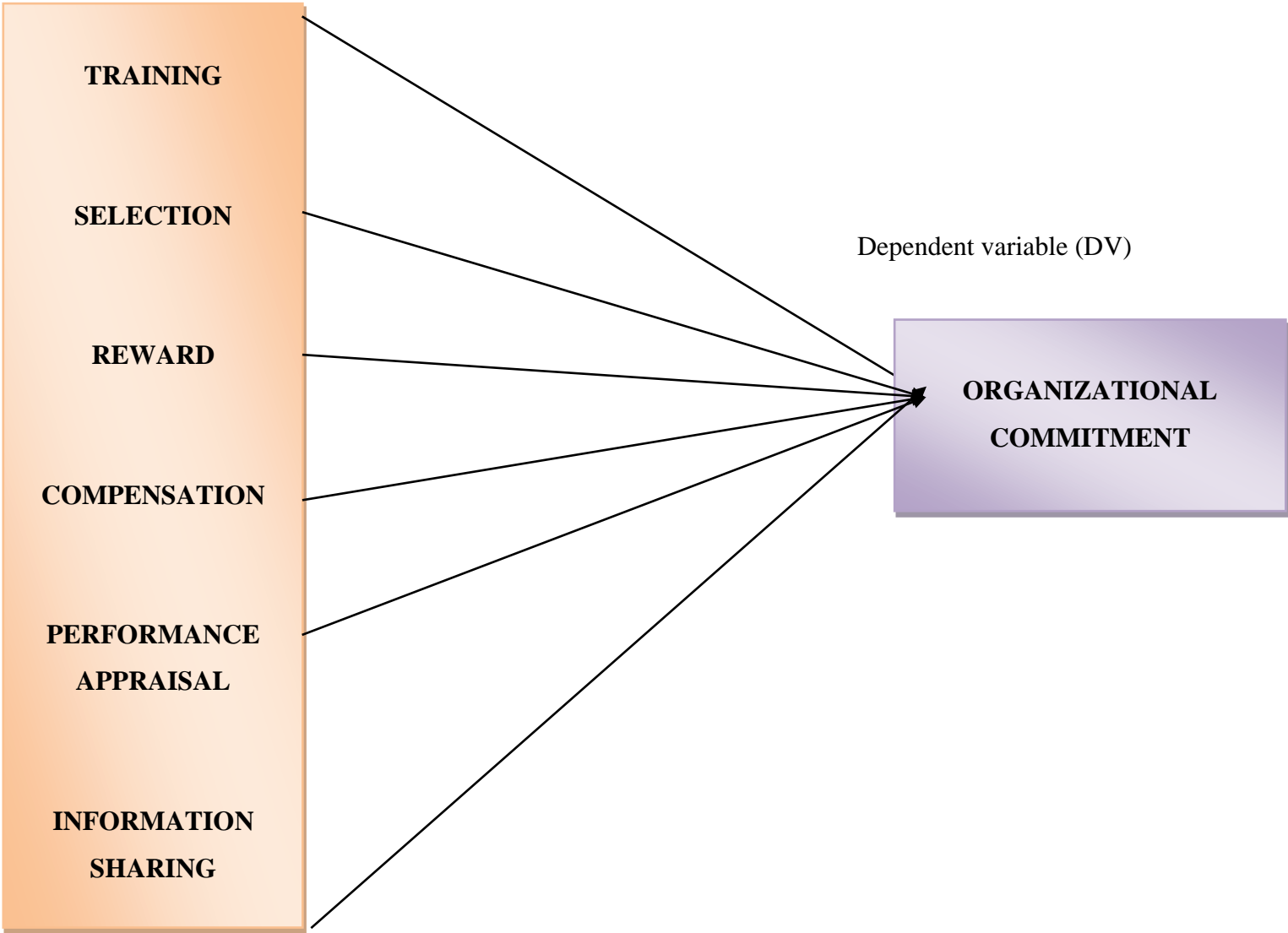
Pearson correlation analysis was applied to inspect whether organizational commitment have significant relationship with human resource management practices. Pearson correlation would indicates a strength, direction and significance for the relationships overall variables on this studying. According 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 -1. The significances of the $P=0.05$ is totally accepted by conventional levels in the social science research (Sekaran; 2005; 239-450).

3.7. RESEARCH FRAMEWORK

This study is using a conceptual model which links variables of interest which is human resource management practices of selection, training, compensation, reward, performance appraisal and information sharing, towards organizational commitment. The link is a direct relationship between those practices and the organizational commitment. Figure 2, shows the framework for this research.

RESEARCH FRAMEWORK

Independent variable (IV)



Dependent variable (DV)

Figure 2: Model of Research

The six human resource practices are the independent variables of the study whereas the organizational commitment is the dependent variable of this research.

3.8. HYPOTHESIS

Six of this Hypothesis testing enables us to make interface about the real world from a sample.

As such, the following hypotheses are proposed:

H1: There is a significant relationship between **selection** and OC

H2: There is a significant relationship between **training** and OC

H3: There is a significant relationship between **reward** and OC

H4: There is a significant relationship between **compensation** and OC

H5: There is a significant relationship between **information sharing** and OC

H6: There is a significant relationship between **performance appraisal** and OC

3.9. CONCLUSION

A chapter covered and summarized many aspects of research methodology that is used to carry out this research. This chapter explained the methods of the researcher used to observe the relationship between HRM practices and organization commitment amongst Somalia telecommunications companies.

The chapter has briefly explained and elaborated the research design, population and scope of study, sampling procedures, design of questionnaire, data collection method and data analysis. Includes discuss for the research design, measurement, questionnaire design, administration and data collection and analysis techniques.

Furthermore, a chapter makes clear the research design, data set method and questionnaires development. The findings of this study are discussed in the next chapter, Chapter four. Main analyses which are descriptive statistics and Pearson correlation analysis and multiple regression analysis are used to examine the relationship hypothesized. Furthermore, this chapter covered and summarized many aspects of research methodology that is used to carry out this research.

4: FINDINGS, INTERPRETATION OF RESULTS AND DATA ANALYSIS

4.1. INTRODUCTION

This chapter, we discuss in to the findings from analysis. The data researcher uses here are all analyze to use a Statistical Package of the Social Sciences {SPSS} version 18. Furthermore, researcher collects the data from our respondents and use pilot analysis to test reliability of the questionnaire. Subsequently, researcher does descriptive analysis to describe and explain the demographic of the respondents who filled the questionnaires.

Additionally, researcher can used to test a relationship between HR management and organizational commitment. In this point, regression analysis is used to find out the human resource practice that is critical factor to variance in the organizational commitment.

Data gathered from the primary source, which is the questionnaire were analyzed via descriptive and inferential analysis. Finally, the result of the theoretical model with hypothesizes are examined.

4.2. THE OVERVIEW OF DATA COLLECTION

Generally 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.

There were 42 questions in my questionnaire in the first place and I divided into four parts. Part one demographic, part two human resource management practices, part three organizational commitment, part four perceived organizational support, part one demographic was six questions, part two human resource management practices ten questions, part three

organizational commitment ten questions and last part is perceived organizational support twelve question, so this part I remove my report after the I got problem. The total is 42 questions.

Table 1: Survey Reposes

	Total	Percentage (%)
Distributed questionnaires	210	100
Questionnaires collected	125	59.5
Uncollected questionnaires	85	40.0

4.3. RESPONDENTS PROFILE

A summarized version of the respondents profile is shown in Table 1, provided over leaf and illustrated in gender, age group, marital status, highest qualification, years of services and years of position. The summary was obtained though frequency analysis conducted on the data retrieved from respondents involved in the research.

I have six questions in my demographic part such as, age, working years, gender, qualification, marred status, year of service.

The rest of my questions are human resource management practices, organizational commitment, perceived organizational support these are the questions I asked all the employees and where I got the entire feature of the dimension. Yes these dimensions were measuring every one of these variables and it's the results of the scales on the variables, the aspect of the variable are same objective and these variable are belong seven dimension.

I found the source of this scale in the workers from three companies, comprising on their response that is why my scale are the source of them, I get these scale from my feedback on the interview this scale is proportion of the my questionnaire and on the other handy yes there is scale that is why I got the 7 columns. And there is relationship between the seven scales in terms of how much there is of each other. I was interviewed 210 people but unlucky 125 were responded my question for the entire companies. So overall 125 people in the three companies

Table 2: Respondent Profile

Demographic	Categories	Frequency	Percentage (%)
Gender			
	Male	78	62.4
	Female	47	37.6
Age group			
	20-29 years old	43	34.4
	30-39 years old	59	47.2
	40-49 years old	19	15.2
	Above 50 years old	4	3.2
Marital Status			
	Single	38	30.4
	Married	87	69.6
Highest qualification			
	Diploma	15	12.0
	Bachelor Degree	55	44.0
	Master Degree	35	28.0
	PhD	17	13.6
	Others	3	2.4
Years of service			

Less than 1 year	46	36.8
1-5 years	44	35.2
6-10 years	21	16.8
Above 11 years	14	11.2

Years of position

Staff	76	60.8
Head of department	12	9.6
Supervisor	6	4.8
Manager	10	8.0
Trainees	6	4.8
Others	15	12.0

4.4. 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.

4.5. THE DESCRIPTIVE ANALYSIS

Descriptive analysis like standard deviation and mean are obtained of internal scales dependent variables and independent variables. As a result standard deviation and mean all these variables use in this research were reported.

4.6. 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 (Nunnaly1978).

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

4.7. 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 3: Pearson Inter correlations Matrix Result.

Pearson Correlation	Organizational
Sig. (2-tailed)	Commitment. (DV)
N=125	
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.

4.8. REGRESSION ANALYSIS

4.8.1.1 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 ANOVE 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 4: Regression Analysis on Coefficient of Determination (R Square)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.890	.885	.22574

a. Predictors: (Constant), Information sharing, Training , Selection , Performance Appraisal, Rewards, Compensation

Table 5: ANOVA

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.787	6	8.131	159.562	.000 ^a
	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 6: Regression Analysis of Human Resource Management Practices and OC Coefficients^a

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

4.8.1.2 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 7: Regression Analysis on Coefficient of Determination (R Square)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.941 ^a	.886	.882	.22814

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

Table 8: ANOVA

ANOVA^b

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

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

b. Dependent Variable: Organization Commitment

Table 9: Regression Analysis of Human Resource Management Practices and OC

Coefficients^a

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*

Coefficients^a

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 (β) 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.

4.9. HYPOTHESIS TESTING

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

4.9.1. 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.

4.9.2. 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 rejected the second hypothesis of this research rejected, i.e. H2 is accepted.

4.9.3. 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 rejected, i.e. H3 is accepted.

4.9.4. 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.

4.9.5. 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.

4.9.6. 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 10: Summary Hypotheses Results

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

4.10. CONCLUSION

This chapter summarizes the descriptive analysis. The descriptive analysis confined frequency and percentage to describe the respondent profile. Although to test the hypotheses, correlation analyses and multiple regressions were carried into identify effects of the variables an organization commitment. Regression analysis showed that the company`s six HR practice contributed to biggest influence on organizational commitment

This chapter highlighted the result from data analysis process. In the first process the researcher implemented data screening that employed linearity and normality. This process is followed by reliability test where the researcher examines the value of Cranach alpha. Before executing correlation analysis the researcher has performed factor analysis.

This chapter has found that there are no significant differences in the level of organizational commitment level among employees. HRM practices were also found to have significant

relationship with organizational commitment and its dimension. Compensation had the highest effect on organizational commitment and on all of its dimensions. Next chapter,

In finally point, all the resulted were matched with hypothesis tests of the researcher and all the results supported that hypothesis and expresses that the six of independent variables which are selection, training, performance appraisal, compensation, reward and information sharing and organizational commitment were significant to organizational commitment. . Chapter five will discuss the findings.

5: DISCUSSIONS, SUMMARY AND RECOMMENDATIONS

5.1. INTRODUCTION

This chapter, it presents the discussions, summary and recommendations. In the previous chapter, the researcher presented various research methods and analysis. Subsequently, on this chapter will discuss, summary, recommendations and findings of the study; a section one will be current of the summary on study. Section two is a result and summarizes of the very hypotheses.

Section three would be suggestion of the future researchers. Finally, the researcher discusses about some limitation of this research and limitations faced while doing the research.

5.2. RECAPILATION 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.

Based on the collected and used questionnaires, in terms of their gender, the male number was 78 (62.4%) and female number was 47 (37.6%). As for their marriage status, 87 (69.6%) were married and 38 (30.4%) were single. Furthermore, in terms of their age, those who were aged 20-29 were 43 (34.4%) respondents, 30-39 were 59 (47.2%), 40-49 were 19 (15.2%) and the least number came from the above 50 with only 4 (3.2%) respondents.

Moreover, in terms of the respondents working years at their current organization, the analysis resulted at 46 (36.8%) respondents have been working at their organizations between 1 and 5 years 44 (35.2%) respondents working between 6-10 years, 21 (16.8%) respondents had been working in above 11 year 14 (11.2) years respectively.

Furthermore, in terms of the respondents highest qualification, those who holding diploma 15 (12.0%) respondents bachelor degree 55 (44.0%) respondents those who holding master degree 35 (28.0%) respondents for PhD holding 17 (13.6%) and respondents of others 3 (2.4%) Also, in terms of the respondents of staff 76 (60.8%) and respondents of head of department 12 (9.6%) respondents of supervisor 6 (4.8%) and respondents of manager 10 (8.0%) respondents of trainees 6 (4.8) the last respondents of others is 15 (12.0%).

5.3. DISCUSSION OF FINDINGS

The following section discusses in further detail the relationship between the impacts of HR management practice and OC. The outcome from the regression analysis explains that between the factors examined in this study six HR practices were related into organization commitment a several times component which is all have impact on organizational commitment.

The following section discusses in further detail the relationship between the impacts of HR management practice and OC. The outcome from the regression analysis explains that between the factors examined in this study six HR practices were related into organization commitment a several times component which is all have impact on organizational commitment.

The first part was to test the reliability of the questionnaire items from the respondents. And from the Cronbach`s alpha value of dependent variable and independent variables proved to acceptable and reliable. Next, descriptive analysis was conducted to describe the respondents in terms of their age, marred status, year of service, gender, qualification, working years at their organizations.

In addition, correlation analysis is carried out to determine if there is any relationship between the human resource practices of selections, training, performance appraisal, reward, information

sharing and compensation with organizational commitment and the second model of Pearson correlation test resulted positive significant relationship between four the HRM practices with organizational commitment in the second model .

Regression analysis showed that the company`s compensation and reward practice contributed to biggest influence on organizational commitment. Finally, the resulted were matched with hypothesis tests of the researcher and four results supported that hypothesis excepted. the two verialble of model one training and performance appraisal was not matched after stepwise backward method to evaluate second model was jected. ($R^2 = 0.882$, $F = 233.229$, $p = 0.000$).

5.3.1.1 To the researcher

This research serves as an opportunity for the researcher to put into practice the knowledge that had been acquired throughout his study in this program. It is only through practical means can one be confident enough to embark on future research either for an academic on for any industrial purpose.

5.3.1.2 To the organization

This study is useful for the human resource practitioners in Somalia telecommunication in understanding which HRM practices most influence the organizational commitment towards the organization. This will enable them to place more emphasis on the factors that would be identified as the most significant contributor. This study will also provide some ideas to help human resource professionals to initiate organizational programs in order to create loyalty, enhance positive work principles and organizational performance.

5.3.1.3 To the employee

This study will be able to highlight the true feelings and perceived views of the employees. This would be a good opportunity for the employees to express their true feelings, dissatisfactions and complaints that would be highlighted to the management of Somalia Telecommunication.

5.3.1.4 To the university

This research will serve as another reference in the future for students in IAU and other universities as it will be added to the catalogue in the university library. This will help the university to mobilise research on the same topic in a more thorough and detail manner in time to come.

5.4. SUMMARY OF THE STUDY

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

5.5. 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; 532-549).

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; 532-549).

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; 198-223).

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.

5.5.1. 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.

5.5.2. 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).

5.5.3. 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).

5.5.4. 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.

5.5.5. 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.

5.5.6. 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.)

5.5.7. 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.

5.6. 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.

5.7. DISCUSSION OF HR MANAGEMENT PRACTICE AND OC

HR management practices involve the advancement or development of skills and individual attitude that leads individual development or self-actualization and personal growth with empower a person, contribute organizational goals.

Human resource practices (Selection, training, compensation, performance appraisal, information sharing and rewards) are adhered to activities that are meaningful to manage the collection of human resource and making sure the useful resources are deployed in the course to fulfill the organizational objectives.

Human Resource concept is reasonably new within the organizational behavioral and management single emerged and literature as designed and the systematic approaches into human being.

Story, (1995) recommending the workers have to been considered as value assets and there would be and emphasizes a commitments, consideration and adaptability of the employees resource of comparative advantage.

The significance of human resource practices within the creation and maintaining of the employees work attitudes like organizational commitment have been studied the researches such O, Reilly & Chatman, (2005) and discussed the organization's practice The police of the increasing workers commitment gain into the competitive advantage more than their organization that doesn't follow similar strategy.

HRM practices are every prominent different in meeting the hope of employee and fostering level of organizational commitment it also gave workers strong indication of the how they were valued within the organization, such put into practice also help to establish employee expectation at the commencement of employment and are strong dealings as to whether these expectations are met or fall short.

5.8. LIMITATIONS

5.8.1.1 Limitations to the Researcher

There are some limitations encountered during the course of completing this research study. These are listed as follows;

Cost

The researcher carried out the research by self-financing. As foreign full time student at IAU, the researcher has to deal with all the costs arise during the course of this research. Additionally, Somalia is my home and that I don't saw long time and spots are costly; therefore, the researcher faced extreme costs during the two visits to the home country.

Time Constraint

As many say time is money, and for that, it was true for the researcher. As full time student, to complete the research in 2months while possibly having other subjects to attend was understandably difficult. However, the researcher tried his best to come up with quality and good research work in time.

Lack of experience

During the time this research is being done, the researcher experienced a real revelation. As fresh graduate from bachelor`s degree at University Utara Malaysia UUM, without any past working experience, the research sincerely believes that there are possibilities that there can be some limitation to this work. However, the researcher gained priceless experience which will benefit him for the future researches.

Information and Data

Though this is a random sample, the questionnaire was delivered face to face to the respondents. This was to ensure the fulfillment of this research for a representative samples. Due to the nature of work of the respondent and that they are scattered everywhere within the complex of the companies, to see them face to face proves to be a difficult task. Nevertheless a significant number responded diligently due to the researcher assertiveness.

5.8.1.2 Limitations of the 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.

Based on literature review on human resource practices and organizational commitment, a proposed research model was developed for this study. A total of six factors in human resource management were used as independent variables, while organizational commitment was used as dependent variable.

In order to generalize the findings and implications to the organizational commitment, the research model of this study can be retested and developed in these organizations which employed some workers. As a case at Somalia Telecommunication Companies. This research developed its scope of study to random sample within the population of Somalia Telecommunication Companies (STC). From the final analysis it was found that the relationship between these variable do exist.

5.9. 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 Someone, telaned, 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 Hargias Bosass.
- 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.
 - I. 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.
 - II. 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.

Finally, this is also alerted that management should react towards the inspiration of the employees. The management should look into this findings seriously to achieve the organization long-term objectives and to retain talent employees in the current market competitiveness. Fairness in performance appraisal, pay and benefits distribution and build up career development through structured trainings development programme, are among the human resource practices that must be aligned to overall objectives of the organizational goals.

5.10. 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 Chapter 1 of this study.

6: CONCLUSIONS AND SUGGESTION

In the final chapter of this study it will be conclusions and suggestion. The lastly, section addresses the suggestion of the study.

6.1. 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 felting 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.

6.2. SUGGESTION

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.
 - I. Enlarge the studying to other businesses expand the consistency of results.
 - II. 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.
- III. 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.
 - I. 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.
 - II. 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.

7: COMPENIES PROFILES

7.1. COMPANY PROFILE (NATIONLINK TELCOM)

The Company is one of the leading telecommunication service providers in Somalia and offers its services throughout the country. NationLink telecom was founded in September 1997 by Abdi Mohamed, A Somali engineer and share-holder of Safaricom, the well-known Telecommunication Company based in East Africa. The company is one of the leading telecommunication service providers in Somalia and offers its services throughout the country. NationLink telecom was founded in September 1997 by Abdi Mohamed, A Somali engineer and share-holder of Safaricom, the well-known telecommunication company based in East Africa. Nationlink telecom is also one of three major telecommunication companies headquartered in Mogadishu (the capital city of Somalia) that has participated in collaborating to form a joint internet company, Somali internet company (SICO), to provide service throughout the region. Nationlink is one the bigger provider of telecommunication services for Somali citizen. Hence, The Company is committed to provide service that will ensure the satisfaction of their customers.

Intuitiveness:

A commitment to a spirit of intuitiveness in all of its business activities is what makes Nationlink unique among other companies.

Privacy:

Respect for our clients and candidates, confidentiality are a fundamental part of nationallink's business policies, which is crucial in today's competitive telecommunication market.

Quality:

Nationallink's executives and employees insist o achieving and maintaining the standards in technological expertise, customer service and business relations.

Team work:

Nationallink's realizes that increasing complexity of business and technology requires a combined effort on the part of all employees to maintain a competitive edge.

Vision:

The vision of nationlink telecom is generally working toward the future demands. This means that the company does not only focus on today's needs, but also to develop technologies for the needs of tomorrow, the logic behind of nationlink's vision is to enhance service competence to attain a position of leadership is providing telecommunication services in Somalia.

Working toward the future demands that we not only focus on today's needs, but also develop technologies for the needs of tomorrow.

Mission:

In order to keep up with the pace of innovation and growth in the business of telecommunication, the only choice of nationlink is to embrace forward thinking and better adaptation to chance. The company strives, though adversity and harsh environmental settings mired by civil war, to establish one of the best telecommunication services in Africa.

With new technologies, excellent customer service and cheap prices, nationlink believe to achieve on its mission.

Services:

The company's focus is in the core areas of fixed line. Mobil and internet services. It is overall objective is to supply telecommunication services to all Somalia, and in the process, help improve standards of living.

Here are the details of each service among the three core areas mentioned above:

Fixed Line:

Since nationlink is one of the leading telecommunication service in Somalia. It is committed in satisfying its customers by covering their need for effective landline services.

Therefore, The Company provides very efficient basic telephone lines. These fixed lines are the common phones normally used in homes and word offices. They are mostly oriented for local cells and customers pay a certain amount of money for the rent of that month. When a new customer wants to apply for the provision of a fixed line service, the company immediately responds to him/her by concluding the installation activity of the landline within between 24 to 36 hours as maximum.

The company guarantees this time limit only if the new customer meets some conditions including the availability of correct address, paying installation fee, proving to be a good customer – not bad debtor from another telephone operator – and finally counter-signing of the relevant agreement.

Mobile

GSM service was the next step that nationlink telecom has gone forward to develop its telecommunication service in the Somali territory. To implement this, the company began to deploy the necessary technical infrastructure and establish main building blocks, mobile switching centers, the base station controller and the base transceiver stations, these equipment facilitate the wireless communication between use equipment, like mobile phones and the network.

Today, nationlink telecom offers both postpaid and prepaid services using its GSM (GLOBAL System for Mobile communications). This system is the most popular standard for mobile phones in the world.

Among the mobile service of nationlink telecom are roaming facilities that gave you national and international roaming coverage on your mobile phone. This is useful when you plan a trip to anywhere out of the company's coverage area.

Furthmore, the GSM of NationLink is not limited only to make and receive calls, but it also has the following additional usages to enhance the user's experience for the services:

- I. Short Message Service (SMS): this is a text communication service component of phone, web or mobile communication systems, using standardized communications protocols that allow the exchange of short text messages between fixed line or mobile phone devices. SMS text messaging is the most widely used data application in the world. Therefore, the user of Nationlink GSM can send to and receive from both local and international Nationlink SMS.
- I. Voice mail service: this is a mechanism of recording your voice the mobile networks. It is a store and forward way of transmitting voice messages to and from mobile.
- II. Other usages of nationlink GSM also include supplementary services or value added services, such as call forwarding, call waiting, call holding call conference, call burying, missed call notification, ets.

Internet and satellite

Nationlink is a provider of fast reliable and cost effective dial-up internet service. This dial-up service. With 56 kbps connection, is available in most of the country and the company is considered to be the first one to provide local dial-up web access in Somalia, previously, Somalia could access the internet only by using an international phone link to a service provider based elsewhere, however, nationlink telecom ensures to offer economical hassle-free and dependable ISP services in the country.

On the other hand, on August 13, 2001, nationlink telecom has signed services provider agreement with thuraya satellite telecommunications company to launch the satellite mobile service in Somalia.

Thuraya offers quality dual-mode terminals that offer satellite and GSM connectivity, this flexibility ensures continuous and cost-effective roaming for users. Essentially, thuraya subscribers would continue use their national land-based mobile network, but will be able to automatically switch to thuraya satellite mode in areas that are outside the terrestrial system.

Thuraya offers subscribers freedom of mobility and uninterrupted services. Its satellite technology supplement conventional terrestrial networks, overcoming the challenges of large geographical areas and insurmountable terrain.

Thuraya's dual mode (GSM and satellite) handsets integrate terrestrial and satellite service , expanding the boundaries of local telcom providers and allowing customers to roam vast areas without service interruption or failure.

7.2. COMPANY PROFILE (SOMTEL TELCOM)

In order to examine the impact of employee empowerment on job satisfaction, a case study was performed using a telecommunication company, called Somtel. The telecommunications industry is an ideal industry that can be used to test such relationship as mentioned above for two main reasons; firstly, such companies deliver telecommunication services to their customers and thus require quite a large amount of customer contact, whether that contact is direct – face to face – or indirect – though telephone, email, ets, secondly, such exchange of customer contact means that the behavior of the employees affects the service quality as perceived by the customers. Therefore, to perform this case study, Somtel was used.

The main reasons governed the researcher's decision to use Somtel also include its brand name and accessibility, Somtel is one of the leading telecommunication companies in Somalia and prides itself in delivering first class customer service as well as making careers for it staff. Quality assurance plays an importance and crucial role in all branches of Somtel as its objective is to ensure that high quality telecommunication service are provided and maintained at all times to ensure a comfortable stay for its customers.

As reported by the management of Somtel, the company experienced a very low staff turnover over the last few years which was a driving factor in choosing Somtel as a case study as this would provide us with a clearer picture of employee

Opinions, The management also reported that each employee is assisted and encouraged to develop within their career, as continuous development is seen as a key driver in understanding, providing and maintaining a high level of service quality which caters to the needs of the customers.

History

Somtel Itr is one of the telecommunications network operators in Somalia. The company, which was founded in 1994 by Somalia merchants, is considered to be the first major privately owned company providing telecommunication established in the Somalia territory, Somtel is headquartered in the capital city, Mogadishu, and has representative branches in almost all regions of the country, where international relations and career services are handled like UAE Dubai and UK London,. Somtel has several department including finance, sales & marketing, human resource, operations, engineering and regional development.

From its first establishment in the Somalia capital, Mogadishu in 1994, the company has since grown at a tremendous rate and expanded to all regions of Somalia, especially in south-central regions to cope up with the growing demands of both technology and commerce today, Somtel has almost 3850 employees operating in 42 branches countrywide, with the opening of new branches planned mid 2016 in the rural areas of the country to expand its coverage there.

Finally, the telecommunications industry is competitive one in Somalia and there are many other companies involving in this service. The most competitors that provide the same services as Somtel are Hormuud telecom, NationLink telecom and Somafone, others that are recently established including Orbit Telecom and Global telecom.

Activities

When considered in the context of the generic category of Somtel's business, it has been involved in telecommunications industries since its inception in 1994; from time to time the company has been gradually expanding its scope of business on the bases of people's demand and accelerating growth of the technology. The major activities of the company are oriented to service style but SIM cards and scratch cards represent its products. A SIM cards or Subscriber Identity Model is a portable memory chip used in some models of cellular telephones, while scratch cards are plastic or paper cards having one or more sections coated with an opaque substance that can be scratch off to reveal the hidden rechargeable amount. In the beginning of

its activity the company started to provide landline service in the capital city, Mogadishu and slowly expanded in major towns of the Somalia country.

However, the major telecommunication services provided by Somtel include the following:

1. Landline services:

These are the common phones normally used in home and work place. They are mostly oriented for local calls and customers pay a certain amount of money for the rent of the month. In the service, there is what is known as ISDN Integrated Services Digital Network that allows the customer of telecom landline to many uses like fax, internet or voice with his/her single line.

To make remote calls or international calls you can use the scratch cards of Somtel for your landline as prepaid service. There is also a postpaid service for the landline that the consumed amount will be charged on the customer at the end of each month.

2. Mobile/Cellular Services:

Today, mobile phones are almost considered to be a basic need as food and shelter in the eyes of the individual. They are portable and their holder can be easily communicated without much time consuming but with less amount of money. However, Somtel provides mobile services including both prepaid and postpaid services using its GSM System for Mobile communications. This system is the most popular standard for mobile phones in the world. Among the mobile services of Somtel Ltd are international roaming facilities that give you national and international roaming coverage on your mobile phone. This is useful when you plan a trip to abroad or to anywhere out of Somtel's coverage area. The ubiquity of the GSM makes international roaming very common between mobile phone operators, enabling subscribers to use their phones in any parts of the world. SMS (Short Message Service). Voice mail service, value added services like call waiting, call conferencing and call forwarding are all associated with in Telecom GSM.

3. Internet services:

General Packet Radio Service (GPRS) is a model service which recently implemented by Somtel in its coverage area of the country. This technology is used to provide a mobile/wireless access to the internet and the company is considered to be the only operator currently implemented this service in Somalia.

7.3. COMPANY PROFILE (HORMUUD TELCOM)

Hormuud Telecom is one of the leading telecommunications service providers (TSP) in southern and central Somalia; it started its journey in the world of communications in April 2002 from Mogadishu, the capital city of Somalia. It is led by Ahmed Mohamed Yusuf, who serves as the company's CEO.

The company offers a variety of telecommunication services such as fixed line, GSM and data services. Hormuud employs more than 5000 full-time and part-time staff with different specialties such as telecommunication engineering, customer service, sales and marketing, and finance. The trust of people in Hormuud Telecommunication can be evaluated by the fact that about 4000 Somali business persons have shares in the company. We lead Somalia's telecommunication industry with our state-of-the-art services,

In the 2010s, Hormuud launched a special ZAAD service for money transfers. As of 2014, Hormuud has 2 million subscribers, making it one of the largest telecommunication operators in Somalia. Its main rivals are NationLink Telecom and Somtel. Smaller competing operators include Telenet International and Someone.

Which include Mobile service (GSM), landlines and mobile linked internet services (such as GPRS, 3G and Hotspots). We cover Southern and Central regions of Somalia and cater to people's needs of communication. We are not only known for our reliable and expert services but for our charity too. For instance, our charity foundation (Hormuud Telecom Foundation) has been established to cater to Corporate Social Responsibilities (CSRs) with an agenda of poverty alleviation. It focuses on projects related to education and social developments.

Staff

Hormuud employs more than 5,000 full-time and part-time staff with different specialties. Among these workers are telecommunication engineering, customer service, sales and marketing, and finance specialists. Around 45% of the firm's personnel are engineers.

Vision

A prosperous Somalia, where people's lives are positively transformed.

Mission

Our goal is to offer Somali people affordable, reliable and quality services of telecommunication to make communication easier and effortless and to partner with local communities to address social, economic and environmental issues to foster positive and lasting change.

Our values

The values that underpin our work are;

Passion for the world around us, Passion for results, Passion for partnerships, Passion for integrity

The Products and Services of Hormuud Telecommunication

- ✓ GSM Mobile services
- ✓ Internet service, 3G/GPRS
- ✓ Fixed Line services for commercial as well as residential use
- ✓ My SMS Service
- ✓ International Roaming Service
- ✓ EVC Plus: Mobile Money Transfer
- ✓ Short SMS Text Service
- ✓ Top-up
- ✓ Bulk payment
- ✓ SIM card- basic, premium and free service option; Activate GPRS or 3G
- ✓ USB and Wi-Fi available with 3G supported SIM-CARD
- ✓ Mobile on rent with deposit

Tri-Band 3G

In December 2012, Hormuud launched its Tri-Band 3G service for mobile and internet clients. The first of its kind in the country, this 3G mobile telecommunications technology offers users a faster and more secure connection

Interconnection

In July 2014, Hormuud Telecom along with NationLink and Somtel signed an interconnection agreement. The cooperative deal will see the firms establish the Somali Telecommunication Company (STC), which will allow their mobile clients to communicate across all three networks.

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APPENDICES



İSTANBUL AYDIN ÜNİVERSİTESİ
"Aydınlık bir geleceğe"

QUESTIONNAIRES

The relationship between human resources management practices and organizational commitment in Somali a telecommunications industry at Mogadishu, Bandir.

Dear Sir/Madam,

I am inviting you to participate in my research project entitled "The relationship between human resources management practices and organizational commitment among Somalia's in Telecommunications Companies, Mogadishu "Somalia.

The study aims to link between human resource management practices and organizational commitment in Somali telecommunications. I hope you will be able to assist me by completing the enclosed questionnaires. All information provided will be treated as private and confidential.

It will be used for academic purposes. As is normally in academic research, I shall not disclose the names of individuals who provided me with particular information. All data will be analyzed in a collective manner and will be not attributed to name individuals.

The survey should take approximately 15 minutes to answer. I shall be grateful if you could complete the enclosed questionnaires.

Thank you in advance for your time and cooperation.

Yours sincerely

Abdiraham Salad Warsame (Y1212. 130018)

Master of Business Administration, IUA

SECTION A

1.0 Demographic Profile

Please tick (/) the appropriate box to answer the questions

1.1 Gender

Male	Female

1.2 Status

Married	Unmarried

1.3 Age

21 -30	31 – 40	41 – 50	Above 50

1.5 Working Years

Less than 1 years	1 – 5 years	6 – 10 years	11–15 years	16-20 years	More than 20 years

Part One

RESPONDENT PROFILE

Gender;

Male Female

Marital Status;

Single Married

Age;

21 to 30 Years 31 to 40 Years
41 to 50 Years above 50 Years

Working Experience;

1 – 5 years 5 to 10 Years
10–15 years 10 to 20 Years

Qualification;

Diploma Bachelor degree
Master degree PhD
Others

Current position;

Position/Title; Entrepreneur Employee Supervisor
Manager President & Vice President

Others, please specify _____

Seniority; _____ years

Part Two

Human Resource Management Practices

Please tick the answer that best fits your beliefs about your direct-report manager.

The higher your score for each answer, the more you agree with the comment

1 Strongly Disagree 2 Disagree 3 neither Agree nor Disagree 4 Agree 5 Strongly Agree

	Part Two					
	Human Resource Management Practices					
1	The selection process of this organizational is imperial.	1	2	3	4	5
2	The interview panels are used during the selection process in this organization.	1	2	3	4	5
3	Favoritism is not evident in any of the recruitment decision made in this organization.	1	2	3	4	5
4	This organizational does not need to pay more attention to the way to its recruit's people.	1	2	3	4	5
5	This organization has provided me with training opportunities enabling me to extant my range of skills, knowledge and abilities.	1	2	3	4	5
6	The performance appraisal is based on the objectives.	1	2	3	4	5
7	Pay incentives such as bonus is important part of the strategy of compensation in this company.	1	2	3	4	5
8	Employees are allowed to formally communicate with supervisors during daily jobs and evaluation of performance appraisal.	1	2	3	4	5
9	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	1	2	3	4	5
10	I would feel guilty if I left my organization now.	1	2	3	4	5

Part Three	1	2	3	4	5
Organizational Commitment					
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	1	2	3	4	5
I would accept almost any types of job assignment in order to keep working for this organization.	1	2	3	4	5
I talk up this organization to my friends as a great organization to work for.	1	2	3	4	5
I find that my values and the organization's values are very similar.	1	2	3	4	5
I am proud to tell others that I am part of this organization.	1	2	3	4	5
This organization really inspires the very best in me in the way of job performance.	1	2	3	4	5
For me, this is the best of all possible organizations for which to work.	1	2	3	4	5
This Company has a great deal of meaning for me.	1	2	3	4	5
I don't feel a strong sense of belong to my company.	1	2	3	4	5
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	1	2	3	4	5
I really care about the fate of this organization.	1	2	3	4	5
One of the major reasons I continue to work for this organization is that another organization may not match the overall benefits I have here.	1	2	3	4	5
I would be very happy to spend the rest of my career with this company.	1	2	3	4	5
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	1	2	3	4	5
Too much in my life would be disrupted if I decided I wanted to leave my.	1	2	3	4	5

	your company are consider your values and your goals	1	2	3	4	5
	I think that people these days move from company to company too often.	1	2	3	4	5
		1	2	3	4	5
	My supervisors care about my general satisfaction at work and consider my opinion	1	2	3	4	5
	I'm always ready to offer help to those around me	1	2	3	4	5
	Information sharing is not based on seniority.	1	2	3	4	5
	I feel there is little to be gained by employing me for the rest of my career.	1	2	3	4	5
	My supervisors are proud that I am a part of this organization.	1	2	3	4	5
	I would be happy to spend the rest of my career in this organization	1	2	3	4	5
	I feel pride to be member of this company	1	2	3	4	5
	The organization takes pride in my accomplishments at work.	1	2	3	4	5
	My employer is willing to help me when I need a special favor.	1	2	3	4	5
	My employer cares about my well-being.	1	2	3	4	5
	My employer is willing to extend itself in order to help me perform my job to the best of my ability.	1	2	3	4	5

Any other comments;

Thank you very much for your valuable time, opinion and effort filling in this questionnaire. I wish you good health and luck. I would like to inform you that this questionnaire is anonymous. Your personal information will never be disclosed to outsiders. Your assistance contributes significantly to the success of this study. **THANK YOU!!**

Frequencies

Statistics

		Gender	Age	Marital Status	Highest qualification	Years of Service	Current Position
N	Valid	125	125	125	125	125	125
	Missing	0	0	0	0	0	0

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	78	62.4	62.4	62.4
	female	47	37.6	37.6	100.0
Total		125	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years	43	34.4	34.4	34.4
	30-39 years	59	47.2	47.2	81.6
	40-49 years	19	15.2	15.2	96.8
	50 above	4	3.2	3.2	100.0
	Total	125	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid single	38	30.4	30.4	30.4
married	87	69.6	69.6	100.0
Total	125	100.0	100.0	

Highest qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid diploma	15	12.0	12.0	12.0
Bachelor Degree	55	44.0	44.0	56.0
Master Degree	35	28.0	28.0	84.0
PhD	17	13.6	13.6	97.6
above PhD	3	2.4	2.4	100.0
Total	125	100.0	100.0	

Years of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 1 year	46	36.8	36.8	36.8
1 to 5 years	44	35.2	35.2	72.0
6 to 10 years	21	16.8	16.8	88.8

above 11 years	14	11.2	11.2	100.0
Total	125	100.0	100.0	

Current Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid staff	76	60.8	60.8	60.8
supervisor	12	9.6	9.6	70.4
head of department	6	4.8	4.8	75.2
managers	10	8.0	8.0	83.2
trainees	6	4.8	4.8	88.0
others	15	12.0	12.0	100.0
Total	125	100.0	100.0	

Descriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Selection	125	1.00	5.00	2.3360	.76141
Training	125	1.0	5.0	4.448	.8372
Performance Appraisal	125	2.00	5.00	4.2320	.93443
Compensation	125	1.00	5.00	4.5840	.74253
Rewards	125	1.00	5.00	4.3200	.95546
Information sharing	125	1.00	5.00	4.2160	.79903

Organization Commitment	125	1.00	5.00	4.4240	.67518
Valid N (listwise)	125				

RELIABILITY

Scale: Human Resource Management Practices and Organizational Commitment

Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded ^a	0	.0
	Total	125	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.908	7

Correlations

Scale: Human Resource Management Practices and Organizational Commitment

Correlations

		Selectio n	Trainin g	Compensa tion	Performan ce Appraisal	Rewar ds	Informatio n sharing	Organizati on Commitm ent
Selection	Pearson Correlation	1	.438**	.551**	.708**	.573**	.667**	.441**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125
Training	Pearson Correlation	.438**	1	.508**	.424**	.742**	.414**	.624**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	125	125	125	125	125	125	125
Compensation	Pearson Correlation	.551**	.508**	1	.371**	.539**	.805**	.910**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	125	125	125	125	125	125	125
Performance Appraisal	Pearson Correlation	.708**	.424**	.371**	1	.651**	.674**	.323**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	125	125	125	125	125	125	125
Rewards	Pearson Correlation	.573**	.742**	.539**	.651**	1	.700**	.596**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000

	N	125	125	125	125	125	125	125
Information sharing	Pearson Correlation	.667**	.414**	.805**	.674**	.700**	1	.677**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	125	125	125	125	125	125	125
Organization Commitment	Pearson Correlation	.441**	.624**	.910**	.323**	.596**	.677**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	125	125	125	125	125	125	125

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

REGRESSION

Scale: Human Resource Management Practices and Organizational Commitment

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Information sharing, Training Selection Performance Appraisal, Rewards, Compensation ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: Organization Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.890	.885	.22574

a. Predictors: (Constant), Information sharing, Training , Selection , Performance Appraisal, Rewards, Compensation

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.787	6	8.131	159.562	.000 ^a
	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

Coefficients^a

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

Input of Second model

Reliability

Human Resource Management Practices and Organizational Commitment

Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded ^a	0	.0
	Total	125	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.901	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Selection	17.3280	5.319	.630	.906
Compensation	17.2720	4.780	.837	.860
Rewarding	17.5040	5.365	.691	.892
Information sharing	17.4160	4.858	.851	.858
Organization Commitment	17.3600	4.990	.770	.876

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.7200	7.719	2.77837	5

Correlations

Human Resource Management Practices and Organizational Commitment

Correlations

	Selection	Compensation	Rewarding	Information sharing	Organization Commitment

Selection	Pearson	1	.551**	.573**	.667**	.441**
	Correlation					
	Sig. (2-tailed)		.000	.000	.000	.000
	N	125	125	125	125	125
Compensation	Pearson	.551**	1	.539**	.805**	.910**
	Correlation					
	Sig. (2-tailed)	.000		.000	.000	.000
	N	125	125	125	125	125
Rewarding	Pearson	.573**	.539**	1	.700**	.596**
	Correlation					
	Sig. (2-tailed)	.000	.000		.000	.000
	N	125	125	125	125	125
Information sharing	Pearson	.667**	.805**	.700**	1	.677**
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		.000
	N	125	125	125	125	125
Organization Commitment	Pearson	.441**	.910**	.596**	.677**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	125	125	125	125	125

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

Regression

Human Resource Management Practices and Organizational Commitment

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
2	Information sharing, Selection , Rewarding, Compensation a		Enter

a. All requested variables entered.

b. Dependent Variable: Organization Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.941 ^a	.886	.882	.22814

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

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

2	Regression	48.554	4	12.139	233.229	.000 ^a
	Residual	6.246	120	.052		
	Total	54.800	124			

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

b. Dependent Variable: Organization Commitment

Coefficients^a

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

CURRICULUM VITAE

PERSONAL PARTICULARS:

ABDIRAHMAN SALAD WARSAME

Nationality: Somalia Date of Birth: 31 December 1986

Gender: Male NRIC: P00201785

Permanent Residence: Turkey and Malaysia E-mail Address: cabdisalaad13@hotmail.com

ADDRESS: BESYOL MAHALLESI AKASYA SOKAKA NO 8 SEFAKOY – FLORYA/ISTANBUL

9-1, MEALATI IMPIAN APARTEMENT. JLN 3, 5/22A, 5300, TAMEN MELATI, KUALA LUMPUR.

Mobile Phone: [00905380384224](tel:00905380384224) [0060122803026](tel:0060122803026)

WORKING EXPERIENCES:

Job Title	Company	Duration
Secretary:	ANPPCAN SOMALI	02/2004-01/2005
Assistances Manager	STS TELECOM	02/2005-03/2008
Interpreter	UNHCR (Kuala Lumpur)	11/2012-09/2013
President	Somali Student Society in (UUM)	06/2010-06/2011

Interpreter at the United Nations High Commissioner for Refugees (UNHCR) Kuala Lumpur, Malaysia from July 2011 till SEP 2012.

EDUCATION BACKGROUND:

Highest Education Level: Bachelor's Degree

Major: Human Resource Management [(BHRM (Honors))]

Name of Institution: University Utara Malaysia

Graduation Date: 2012

Location: Kedah, Malaysia

Highest Education Level: Master's Degree

Major: Master Business Administration [(MBA (Honors))]

Name of Institution: Istanbul Aydin University

Graduation Date: 2014

Location: Istanbul, Turkey

PERSONAL SKILL:

Language Proficiency	Written	Spoken
Somalia	Mother tongue	Mother tongue
English	Excellent	Excellent
Arabic	Excellent	Excellent
Malay	Good	Good
Turkey	Poor	Poor

STRENGTHS:

Sense of responsibility, highly inquisitive, Able to learn and hardworking, good in time management

Energetic, self-motivated, ingenuity, eager to learn, able to listen and empathize and also independently or as part of team, Good interpersonal and communication (verbal and written) skills, Good analytical skills, with strong attention to details. Able to work well under pressure with minimum or no supervision

Able to adapt to various work environments, including flexible working hours, management style, and tight deadlines

Software – Adobe Acrobat, Adobe Photoshop, Microsoft Word, Excel, Power Point and Access

And Proven ability to quickly learn and apply new technologies

SKILLS:

Managerial & Leadership Skills : Team working , communication, problem solving , decision making , co-operative , working with a different ethnics , coaching , commitment and self-efficacy .

Ability to work well under pressure and capable to work with different people with different back ground, In addition, Good Report writing skills, Researches and Proposal writing

INTEREST:

Enjoy dealing and meeting with new people. Traveling to gain new knowledge and Reading, Watch and read the Word News

COURSES / SEMINARS ATTENDED/VOLENTEERS AND WORKSHOP:

Presenter:

The 5th National Human Resource Management Conference, 8 – 10 June 2010, Kuala Terenganu, Terengganu, Malaysia

Team Leader Registration, Parliament and Presidential Election Poles for Somaliland National Electoral Commission (NEC)

Data Entry Supervisor Team Work For Hormuud University Research Department.

Somalia Youth Peer Education Network (SYPN) Workshop Concerns Female Genital Cutting (FGM) Awareness Raising Training of Trainers

Somalia Non-State Actors Project Workshop for HAVOYOCCO Local government

Pis worked the survey of researching the child and mother care

CURRICULAR ACTIVITIES:

Position	Year	Activity
Participant	2004	Seminar for capacity building for students and Youth Associations
Admin	2006	Course of HIV AIDS conduct by COSNO

Participant 2007 Capacity Building program for Organizational Development,
 Participants 2011 Pemergianmu missed
 Participants 2011 university utara Malaysia “Go” seminar
 Participants 2011 uumcas day 2011 global awareness
 Participants 2011 kick start your English “begin your day with English”
 Participants 2011 Proton gathering day part (a)
 Bureau activities 2010 A second joint senior
 Participants 2010 Links you with family program temai "student community proponent
 Participant's 2010 Referee talk
 Transportation Committee 2010 connecting persons with disabilities (cpwds)
 Facilitator 2009 Internationals student orientation week
 Participant 2009 Video Conferencing
 Secretariat 2009 IT Talk
 Participant 2009 Resume writing
 Participant 2009 Student Career development

DBG football club, 1998, Somali Youth National Club, 2005- 2007

Somali Youth Club (UUM) 2010 Somali Youth Club (UUM) 2011

Member of Committee Somali Student HRM Community in UUM (SSHRMS-UUM) 2008-2012

General Secretary, preparing memos and meeting notes of every event

General Secretary, assisting to register fresh students and preparing exams.

