

**HUMAN RESOURCE STRATEGY AND ORGANIZATIONAL DEVELOPMENT IN
SELECTED PRIVATE INSTITUTIONS IN MUGADISHO, SOMALIA**

A thesis

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Master of Business Administration in Human Resource Management

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DECLARATION A

"This Thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

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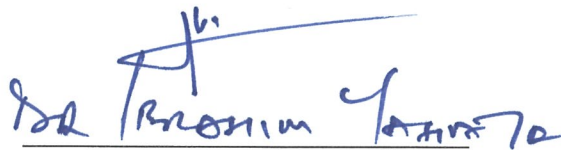
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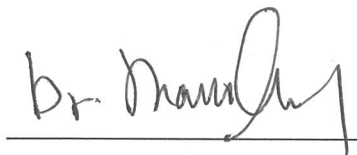
DEDICATION

This piece of work has been dedicated to the Almighty Allah as He has enabled me to achieve this great success in this noble task. It is also dedicated to my beloved mother for her sacrifice, love and support as I pursued this thesis, also I would like thank my beloved brother Abdullah Mohamed Hassan for his support in financially and morally And I would like to show my appreciation my dear friends Adam Ali Mohamed, Mohamed Nour, Haryan Hajji Hassan, Mohamed Abdullah Mohamed for their invaluable help of this work.

APPROVAL SHEET

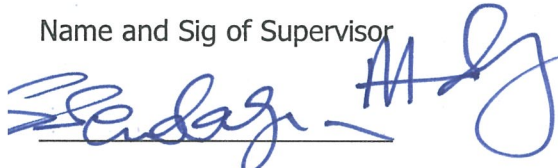
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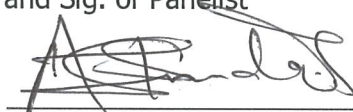
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ABSTRACT

The purpose of this study was to investigate human resource strategy and organizational development in selected private institutions in Mogadishu, Somalia. The study particularly sought to establish how human resource strategy influences, the organizational development of the target institutions. The study was prompted by the overwhelming employees' attrition in most private institutions in Somalia. In gathering the information, the research study employed both primary and secondary sources, questionnaire. The primary source was mainly the distributed questionnaires, and the secondary sources were the library work and internet explorer. The study was used Descriptive correlation design the target population of the research was 134 and using simple random sampling sample of 100 respondents from three different private institutions. This study was guided four research questions such as 1) what is the demographic characteristics of respondents 2) what is the level of human resource strategy 3) what is the level of organizational development 3) 4) is there a significant relationship between the target variables. Tables were used in organizing the data, SPSS and software was the tool employed to analyze and interpreting the collected data. From the findings of the study, it was revealed that human resource strategy and organizational development up to extent influence each other. As the analysis of this research showed if the strategy are administrated well enough the organizational development would be affiance. During the analysis the researcher founded that mostly the managers in private train, motivate, communicate, delegate, monitor, compensate, appraise and evaluate the quality of their employees in order to develop their institutions. But still they need to improve some areas such as employee induction, career opportunities, personal development, fringe benefits and etc. for improving the quality and competency of their employees for the development of the institutions.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

It is universally accepted that the organizational development is very important aspect and needs critical assessment and activity for development organization function. Whether they are a Human resource generalist or a specialist it should be adept at performing a training needs assessment. This will begin with an overview of the training and development function and how the needs assessment fits into this process, followed by an in-depth look at the core concepts and steps involved in conducting a training needs assessment (Schein, H.S., 1999).

In the last five decades in Somalia there were no well managed institutions that are a fundamental building block for promoting change in societies. For this reason, the majority of Pact projects invest in building the organizational capacity of our partners, which include community based organizations (CBOs), nongovernmental organizations (NGOs) and government institutions. These investments help partners deliver higher quality products and services in a more cost effective manner. For partners seeking to achieve policy change, well-managed, sustainable organizations are better positioned to work with their peers to build long-term campaigns for change Huzynnski, A. (1997.)

In generally Organizational development is a change management strategy which has been in operation for the last forty or so years. It is based on the understanding of behavioral sciences and is concerned with how people and organizations function and how they can be made to function better through effective use of human and social processes. The turbulence facing the modern man and organization is at a level that may not have been experienced before in human history. Both man and organization are faced by constantly mutating environments that defy any explanation or rationale. Modern changes are more revolutionary than evolutionary as we have understood historical changes. The changes may be influenced by changing

customer tastes, competition arising from new technology, changing cultures and processes and higher demands for efficiency, effectiveness, profitability and sustainability. Change may also arise from government legislation or demographic shifts in age in society and workplace. New work patterns render old knowledge and skills redundant, new structures destroy established self – esteem and status patterns. Abrupt layoffs impinge on human dignity and quality of life expectations. French, W.L. and (Bell Jr. C. H., 1999).

According to Worley, C. G. (1997) Organization development is a planned process of promoting positive humanistic ally oriented large-system change and improvement in organizations through the use of social science theory, action research and behaviorally based data collection and feedback techniques.

In addition to an organizational development based on long-term effort, led and supported by top management, to improve an organization's visioning, empowerment, learning, and problem-solving processes, through an ongoing, collaborative management of organization's culture – with special emphasis on the culture of intact work teams and other team configurations – utilizing the consultant – facilitator role and the theory and technology of applied behavioral science, including action research (Robbins, S. P., 1986).

As universal an organization development focuses on culture and processes encourages collaboration between organizational leaders and members in managing culture and processes teams of all kinds are particularly important for task accomplishments focuses primarily on the human and social side of the organization MDP ESA (2001).

Father more Change can occur in society, organization or in individuals. Change implies a perceived difference or transformation in a situation, person, work team, a relationship or an organization when viewed from two different points of time. Change

is part of human nature and therefore continuous. But modern change has changed in speed, depth and complexity bringing with it a new phenomenon in technological, social, political and economic pace adaptation to which becomes a fundamental condition of survival for individuals and organizations. In our lifetime we have witnessed the fall of Berlin Wall, the collapse of the Soviet Union, the vanishing of the In economic terms we have seen the overrun by globalization which has overwhelmed central planning ideologies and dictated privatization of state owned and state controlled enterprises to facilitate fast transition to a market economy (Lewin, K., 1951).

For the last ten years due circumstance of ware human resources department in Somalia recognized that their effectiveness is dependent on the motivation and caliber of its staff and on making the optimal use of their talents, qualifications and skills. The aimed to achieve this through the promotion of best practice human resource management in the areas of recruitment and selection, training and development, performance management, equality of opportunity, employee support and the provision of a safe working environment but they fail for the number constraints including the environment they operate economic factor and community displacement. (Larry, 1994)

In the past, human resource management positions were primarily held by people with master level degrees in organizational design, human resources management, organizational psychology, etc. However, with the shift of attitude toward people in organizations, it has become very important for human resource managers to have a strong business background, as well as clear strategic and financial experience. This is why companies are now hiring master of business administration candidates for human resource positions. It is well known that students with backgrounds such as accounting, finance and marketing have been successful making the transition to human resources due to the need for HR professionals who can "speak the language" of business, but people with other non-traditional business backgrounds are also sought for their creative skills and general flexibility. (Belbin R.M., 1981).

According to the field of Human Resource Management focuses on achieving corporate strategy through the effective management of people in organizations. It examines the link between people, satisfaction, and productivity. Effective human resource management results in a higher quality of work life, higher productivity, and an improved readiness for change. The role of the human resources manager within a corporate environment has been undergoing rapid change. In the past, personnel managers served primarily as administrators, policing and maintaining the organizational status quo. However, the role of the modern human resources manager has become more ambiguous, shifting in the direction of business partner, employee champion and change catalyst, and focused on strategic leveraging of human capital. The human resource manager's role is also moving toward one of internal consultant in order to help line and upper-level managers better manage their people (Belbin R.M., 1981).

Functionally, the broad area human resources consists of compensation, benefits, human resources information systems, human resources planning, organizational job design, employee relations, recruiting individual and career development and training, and organization development. For entry-level professionals, opportunities are primarily in generalist roles and rotational programs. For graduate level and experienced-hire positions, though, there is more focus on the higher-level strategic aspects of these functions (Bennis, W. G., 1969).

Statement of the Problem

The following are the issues with referring to human resource strategy and organizational development:-

Since the destruction of Somali central government in 1991, a number of organization have been failed and others declined due to the circumstance of lack of setting strategic police and procedures to manage their organizations.

In addition to that keeping organization's developments is very important with these organizations by establishing effective strategic management planning and adopting. It is an established fact that there is a large gap between the most advanced of human recourse strategy and organizational development that, there are no significant studies being done to determine the relationship between human recourse strategy and organizational development.

Therefore based on the above mentioned accounts the researcher intended to conduct a research on human recourse strategy and organizational development in Mogadishu, Somalia.

Purpose of the Study

1. To test the hypothesis of no significant relationship between Human Resource Strategy and Organizational Development
2. To evaluate the relevance of Maslow's theory and how it applies to Human Resource Strategy and Organizational Development
3. To bridge the gaps identified in previous studies
4. To add new knowledge about Human Resource Strategy and Organizational Development to the existing information

Research Objectives

General: To correlate the human resource strategy and organizational development.

Specific:

1. To determine the demographic characteristics of the respondents in terms of Age, Gender, Educational , Marital status, positions

2. To determine the level of human resource strategy
3. To determine the level of organizational development.
4. To establish if there is a significant relationship between level of human resource strategy and organizational development among selected private institutions Mogadishu, Somalia

Research Questions

1. What are the demographic characteristics of the respondents in terms of Age, Gender, Educational , marital status and position?
2. What is the level of human resource strategy?
3. What is the level of the organizational development?
4. Is there a significant relationship between the level of human resource strategy and organizational development

Null Hypothesis

There is no significant relationship between the level of human resource strategy and organizational development

Scope

Geographical Scope

The study has been conducted in private institution in Mogadishu, Somalia.

Content Scope

This study is concerned with human resource strategy and organizational development in selected private institutions in Mogadishu, Somalia. It was aimed at, to figure out the relationship between the human resource strategy and organizational development in selected private institutions, Somalia.

Time Scope

The study has been conducted between May, 2012 and September, 2012

Theoretical Scope

This study was guided by Lewin's Three Step Theory in (1951) on organizational development. It is simple but very valuable; it suggests that organizational change has three steps known as unfreezing, transformation, and refreezing.

Significance of the Study

1. The study would be useful to the Government of Somalia, in order to improve human resource strategy and organizational development in the country, not only private institutions in Mogadishu, Somalia but the whole country.
2. The research was enhanced to benefit the researcher, through interacting with various respondents and widened her skills through literature.
3. The research has been acquired to promote the business enterprise for security and stability of Human Resource Strategy and organizational Development
4. The research has been given Kampala International University, an added on information its existing literature in the library.
5. The research was: to benefit the management of private institutions in Mogadishu, Somalia, through providing information on their status in human resource strategy and organizational development.

Operational Definitions of Key Terms

For the purpose of this study, the following terms are defined as they are used in the study:

Demographic characteristics of the respondents are attributes looked for in this study in terms of age, gender, educational qualification and number of year's experience.

Human resource is a term used to describe the individuals who make up the workforce of an organization, although it is also applied in labor economics to, for example, business sectors or even whole nations. Human resources are also the name of the function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individual.

Human Resource strategy: is an approach that defines how the organization's goals will be achieved through people by means of HR strategies and integrated HR policies and practices

Organization: group of people who forms a business, club etc. together in order to achieve particular aim, to work for a business/political/voluntary organization.

Organizational development: Organizational development (OD) is a change management strategy which has been in operation for the last forty or so years. It is based on the understanding of behavioral sciences and is concerned with how people and organizations function and how they can be made to function better through effective use of human and social processes.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/ Experts

Human resource strategy

Organizational development applies behavioral-science knowledge and practices to help organizations change to achieve greater effectiveness. It seeks to improve how organizations relate to their external environments and function internally to attain high performance and high quality of work life. It emphasizes change in organizations that is planned and implemented deliberately. It is both an applied field of social practice and a domain of scientific inquiry. Practitioners, such as managers, staff experts, and consultants apply relevant knowledge and methods to organization change processes while researchers study those processes to derive new knowledge that can subsequently be applied (Lawler et al., 1985).

All approaches to changing people and organizations include, either implicitly or explicitly assumptions about the nature of human beings. These beliefs affect how people's behavior is explained changed and developed. Organization development draws heavily on humanistic psychology to understand behavior in organizations (Maslow, 1968).

The key premise of organizational development is that organizations are social systems. The goal is to increase the long-term health and performance of the organization, while enriching the lives of its members. The organization approach emphasizes organizational culture, which influences the way people work, using change based on research and action. The method is using planned change based on research to increase motivation, remove obstacles, and make change easier. The ideal is an organization where continuous improvement is so prevalent that it is not thought of as an initiative. Organizational development transforms the organizational culture (loosely,

shared beliefs, values, and behaviors) by working with social and technical systems such as culture, work processes, communication, and rewards(Argyris et al.,1985).

For organizational development to be sustainable and effective it has to be right for the authority and supported by the people who will have to carry it through. Superficial changes will have no impact and failed initiatives can leave staff resistant to future attempts to improve things. Successful change involves transforming the way the organization thinks. This means leaders must agree to commit themselves to OD initiatives and then express the purpose of the change in a way that the rest of the staff find compelling and which justifies the upheaval and uncertainty that comes with Large-scale change(Moutinho, 1995).

The resource document presents a wide range of organization development techniques. Assessment and improvement tools and techniques. Broadly these fall into four different Schools of thought People based approaches. Organizations are best developed by developing their 'people'. If staff are well trained and well motivated and feel well treated then good organizational performance will follow. Quality based approaches. Organizations are best developed through rational techniques that analyze current practice and seek technical changes to bring about improvement. System based approaches. Organizations are seen as a set of interrelated parts and change comes from developing building awareness of the ways in which the parts relate to each other and finding ways of changing the system all at once. Dialogue based approaches. Organizations can't change through introspection they are transformed through developmental conversations that happen between the organization and its customers and partners(Oliver, 1994).

Although confusion eventually gives way to self-organization, how can we control the duration, intensity, and shape of its outcome It seems that punctuating equilibrium and instilling disorder in an organization is risky business. Throwing an organization off balance could possibly send it in a downward spiral towards dissemination by ultimately compromising the structural integrity (i.e. identity) of the system to the point of no return. The only way to reap the benefits of chaos theory in OD while maintaining a

sense of security is to adjust the organization towards a state of existence which lies on the edge of chaos(Taylor ,2001).

Human resource strategy involves defining strategic alignment with organization's goals through human resource management to find out where organization currently stands in terms of aligning their human resources management with organization's mission accomplishment. Therefore, the Office of Personnel Management embark on a special study designed to explore the following issues assess how well human resources management is linked to organization mission accomplishment and explore the role played by the HR staff in organization strategic planning by determine how the HR service providers work with line managers to carry out organization strategic goals and identify best practices aligning HRM with the organization strategic plan and goals.(Nandi 2002).

Moreover human resource strategic is arrangement that is a vital process to advance organization accountability. By defining, maintaining and assessing HRM goals and measures, communicating them throughout the organization, and using the information to make management decisions organizations are able to ensure that the management of human resources contributes to mission accomplishment and that managers are held accountable for their HRM decisions in support of mission accomplishment (Ellis, 1973).

Human resources strategy aligns integrating decisions about people with decisions about the results an organization is trying to obtain. By integrating human resources management into the agency planning process, emphasizing human resources activities that support broad agency mission goals, and building a strong relationship between HR and management, agencies are able to ensure that the management of human resources contributes to mission with reaching

Accomplishment and those managers are held accountable for their HRM decisions. This is especially important in light of the effective strategic performance and Results Act's push to align all agency activities, including HRM, toward achieving defined agency strategic goals and measuring progress toward those goals (Alderfer, 1969).

Strategic planning allows organization to map out where they are, where they want to go, and how they plan to get there. Some organizations adopted the idea of strategic planning even before act out where as others are just beginnings to understand its potential benefits through the practice of strategic planning. The management of organization human resources is an integral part of how an organization is going to achieve its mission goals. Without people, there is no one to do the work. Therefore, integrating human resource management into the organization strategic plan is the first step in aligning it with the mission Considering that an agency's mission cannot be achieved without its people, this is an important point The human resources issues addressed in organization plans provide insight into what aspects of human resources management are most important to organization management (Roos, 2005).

Recently many more organization expect include human resource representatives in the organization planning process and integrate human resources goals, objectives, and strategies into organization strategic plans most are still struggling in this area. Organization executives need to recognize the value that human resource can convey to discussions about organization activities, priorities, and goals. In turn, human resource leaders need to understand organization mission needs and be able to contribute substantive, creative solutions to meet these needs. Once these realizations occur human resource will no longer be segregated out as a support function but will become an integral contributing factor to organization planning and success (Hutchinson, 1999).

According to Kim (1997), to facilitate all of the changes recommended to human resource management have a strong collaborative working relationship with top organization and line management. Since there is no tradition in most organizations of human resource as strategic partner much depends on personal relationships established by human resource officials with top managers and key line managers. Mean while human resource and organization management need each other more than ever. Authorities are being delegated to line managers of human resource staffs are being downsized, and top organization management is being asked to show how its resources are being used to support mission accomplishment. HR must be able to make

the case that everyone in the organization from the organization leader down to the human resource function must share accountability for ensuring that the use of human resources not only complies with Federal laws, rules, and regulations but adds to the success of the organization's Overall achievements.

This shared accountability is beginning to occur. Human resource management is beginning to earn a seat at the table. Human resource line offices are becoming more consultative and involved in day to day management activities. Nevertheless, there is still a long way to go in becoming strategic partners. First human resource needs to build its own internal competencies to deal with organizational issues, change, and Strategizing. Further, it needs to educate itself on organization and program missions in order to understand what is important to those organizations and be able to offer creative and innovative alternatives and solutions to organization wide issues. Finally, it must continually assert the absolute criticality of effective human resource management to organizational success (Hutchinson, 1999).

The function of human resource strategy can increasingly is making significant contributions to building an organization that is staffed by the right human capital to effectively carry out the work of the organization and to enable the accomplishment of business strategy. It does this by developing competency models and by focusing on recruiting, staffing, and developing individuals additionally, the many judgment, dynamic, and tacit aspects of this work mean that human resource will continue to play a critical value-adding role in this area. But it may not be the most important work that the human resource function can do in the future. Human resource's greatest opportunity to add value may well be to play a role in the development and implementation of effective organization strategy (Moutinho, 1995).

Human resource strategy can make a logical case for being an important part of strategy development, because of the importance of human capital in the ability of the firm to carry out its strategy. Increasingly, talent limitations and limited organizational flexibility in the application of scarce talent to various opportunities constrain the strategic options of the organization (Mohrman, Galbraith, & Lawler, 1998).

At least due to the strategic importance, this should mean that human resource can play an important role in the formulation of strategy by making explicit the human capital resources that are required to support various strategies and strategic initiatives, by playing a leadership role in helping the organization develop the necessary capabilities to enact the strategy, and by playing a strong role in implementation and change management. Most strategies, like most mergers, fail not because of poor thinking, but because of poor implementation. Implementation failures usually involve the failure to acknowledge and build the needed skills and organizational capabilities, to gain support of the workforce, and to support the organizational changes and learning required to behave in new ways. In short, execution failures are often the result of poor human capital management. This opens the door for human resource to add important value if it can deliver change strategies, plans, and thinking that aid in the development and execution of business strategy. (Tenkasi, Mohrman & Mohrman, 1998)

A number of studies have investigated the potential for the human resource function to be a strategic partner and found that it can be a value-added function. For example, work by Becker and Huselid (1998) found that there is a relationship between human resource practices and firm performance. They found that firms with the greatest intensity of human resource practices that reinforce performance had the highest market value per employee. They go on to argue that human resource practices are critical in determining the market value of corporations, and that improvement in HR practices can lead to significant increases in market value. They conclude that the best organization is able to achieve both operational and strategic excellence in their organization systems and functions. Perhaps the major champion of human resource as a business partner is Dave Ulrich (1997)

Aspects of the organizational development to determine strategy

According to Stonner et al (1996) importance of human resource strategy were road and rail strategy maintenance were very importance to organizational development and any developments countries this effective strategy needed to focus on quality organization development in order to make organization's achievement or admired to strategic formulations.

In the past no great consideration was taken when setting strategy to organizations so that this has some cases caused the inability to handle of organization development with organization's needs and wants the previous strategic human resource setters do not carry out organization development care and quality strategy based on the formulating ability and willingness to the organization development (Briscoe,1997).

Organizational development is a critical issue in the success of any business system, hence: one of the key challenges of this market is how they manage and improve their organization strategy and also manage conflict within an organization, which holds a significant importance to organization development and their perceived performance In order for companies to survive and grow, they must find new ways of thinking, which has led to doing marketing researches, especially those related to organization development (Ronald 2003).

In practice the organizational development practitioners and researchers often work closely together to jointly apply knowledge and learn from those experiences. Thus organization development is an 'action science' where knowledge is developed in the context of applying it and learning from the consequences (Argyris et al., 1985).

All staff and management are encouraged to contribute to the implementation of human resource strategy. The Partnership Committee and human resource division will play important roles in progressing the implementation of the human resource Strategy and ensuring that it becomes a key enabler for the continuous development of the organizations staff members and the achievement of the goals and objectives sited by the organization (Robertson 1990).

Training and organizational development

Training and Staff development is a process aimed at enhancing the ability of each member of organizations staff to address the present and future needs of the organization and their own developmental needs. Training is concerned with task related learning activities aimed at improving on-the-job performance in order to satisfy the current and future needs of the organization, and to enhance staff job satisfaction.

Development is about learning activities which will improve the overall competence of staff beyond the needs of their present job to be able to meet the future needs of the organization, and their own career goals (Braidotti, 2009).

Including identification of training needs the overall objective of training and staff development is to equip staff with the knowledge, experience, confidence and skills to develop and perform to their full potential. This will allow organization to achieve high productivity, promote job satisfaction and enhance the career development opportunities for all staff. Organization aim to achieve this objective through focused training programmes (Kraidotti, 2008).

Policies and procedures with organizational development

Policies and procedures are a set of documents that describe an organization's policies for operation and the procedures necessary to fulfill the policies. They are often initiated because of some external requirement, such as environmental compliance or other governmental regulations, such as the acting requiring full openness in accounting practices. Policies and procedures have many names including but not limited to business policies and procedures, standard operating procedures operating procedures are also directly related to the consistency and quality of care of the organization's achievements (Hutchinson, 1999).

Importance of Human Resources Strategy through policies, which has been developed through the Partnership process, is a very important document for the organization. Those involved in its preparation the contribution made by all our staff is a critical key to organization operational effectiveness. This human resource strategy is a fundamental support for the business strategy, setting out the structures and guiding

principles to support and direct staff towards achieving the objectives of the organization. A cohesive set of policies and action plans will be developed to implement the human resource strategy. These will set out in detail how staff will be managed, supported and encouraged how performance will be measured and improved and how communications and team working should take place so as to achieve the goals and objectives set out in organization's Statement of mission and objectives (Robertson 1990).

Recruitment and organizational development

Recruitment is the process where the human resource identifying the gaps to be filled, attracting the suitable person's cv's through different media approaching consultants, employee references, campus placements (when the requirement is huge), even u can verify active working employees in company through promotions/transfers & etc., up to receiving the c.v's. Selection starts from scrutiny the received cv's, conducting the tests & finally ends with the HR round of Interview for taking a decision whether selected or not (Jons 1990).

Acquiring and retaining high-quality talent is critical to an organization's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, among them high training and development costs to minimize the incidence of poor performance and high turnover which, in turn, impact staff morale, the production of high quality goods and services and the retention of organizational memory. At worst, the organization can fail to achieve its objectives thereby losing its competitive edge and its share of the market (Storgory 2009).

According to Stroud (1998), Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is taking a long time for public service agencies in many Jurisdictions to identify and implement

new, effective hiring strategies. In some areas, existing laws inhibit change; in others, the inhibiting factor is managerial inertia.

It is universal accepted that recruitment becomes necessary to recruit for a position, Manager/Supervisor should refer to the position description to establish the requirements and the key Selection criteria for the position. If no position description exists for the available position, or if it requires revising, this is the responsibility of the appropriate Manager. Once the new position description or amendments have been drafted, it should be forwarded onto the Human Resources Officer Where the position description is for a new role, the Human Resources Officer will review and evaluate the position in consultation with the Manager or Supervisor. Prior to commencing the recruitment process, the General Manager is required to approve the relevant appointment or replacement and forward this to the Human Resources Officer as recruitments concerns about The process of identifying the need for a new employee, defining the job attracting candidates and selecting hose best suited for the job. Research points to the importance of good recruitment systems in the organizations (Jons1999).

Selection and organizational development

Once these candidates are identified the process of selecting appropriate employees for employment can begin. This means collecting, measuring, and evaluating information about candidates' qualifications for specified positions. Organizations use these practices to increase the likelihood of hiring individuals who have the right Skills and abilities to be successful in the target job (Nandi 2008). The first step in most selection processes involves the collection of basic candidate information. Almost all organizations require job candidates to submit a resume and complete a standard application to summarize education and work history. Organizations use a variety of practices to select their employees. The survey asked respondents to estimate how often they currently use several practices to evaluate candidates in the selection process and (Woos, 2005).

Organizations expect to increase their use of various testing and assessment tools in their selection systems. Testing and assessment are structured approaches to assess different skills, abilities, knowledge, or traits and can be used to screen or select applicants for many positions. Although interviews and background information from the selection practices an organization uses depend on the positions to be filled. Selecting candidates for various positions typically requires different practices or methods. Using tests to measure mechanical clerical, or other types of abilities might be more appropriate for certain jobs than for others. Assessments are typically used for assessing critical competencies required for upper level positions and might not be appropriate for lower-level jobs (Byham, 1992).

Thus, organizations that use testing as part of the selection process must be sure that the tests are not only appropriate for the positions under consideration, but also that they are valid measures of the knowledge, skills, and abilities for which they are intended to achieve the goals and objectives (Kuurow, 1998).

Organizational change management

Change can occur in society, organization or in individuals. Change implies a perceived difference or transformation in a situation, person, work team, a relationship or an organization when viewed from two different points of time. Change is part of human nature and therefore continuous. But modern change has changed in speed, depth and complexity bringing with it a new phenomenon in technological, social, political and economic pace adaptation to which becomes a fundamental condition of survival for individuals and organizations. In economic terms organizations have seen the overrun by globalization which has overwhelmed central planning ideologies and dictated privatization of state owned and state controlled enterprises to facilitate fast transition to a market economy (Foster, 2008).

The changes may be influenced by changing customer tastes, competition arising from new technology, changing cultures and processes and higher demands for efficiency, effectiveness, profitability and sustainability. Change may also arise from government legislation or demographic shifts in age in society and workplace. New work patterns render old knowledge and skills redundant, new structures destroy

established self – esteem and status patterns. Abrupt layoffs impinge on human dignity and quality of life expectations (Robert A 1980).

In addition to an organization development based on long-term effort, led and supported by top management, to improve an organization's visioning, empowerment, learning, and problem-solving via negotiation processes, through an ongoing, collaborative management of organization's overall relationship conflicts and culture diversities – with special emphasis on the culture of intact work teams and other team configurations – utilizing the consultant – facilitator role and the theory and technology of applied behavioral science Robbins, S. P. (1986).

Organizational development structure

The structure of the organizations describes the functions, tasks and authorities of the departments, divisions and individual employees and the relationships between them (line of command, communication and procedures). It also describes the number of employees in each division, unit and department on the one hand the structure divide departments, divisions and individuals on basis of tasks, functions and authorities. On the other hand the structure coordinates these units through lines of communication and command. Only when the different units work in conjunction, the organization is able to function as a whole. The organization structure has to facilitate the different processes in the organization. A general rule of the thumb is that the organization structure should enhance the progress of the processes. It is not recommendable to breakdown processes unnecessarily because of the structure of the organization. The structure has to provide coordination mechanism if the process is divided over more units (Nandi 2002). Organizational development methodology is scientifically based and Of planned requires a process data gathering, diagnosis, intervention feedback, intervention, and impact assessment The changes sought are at a whole system level about significant with sustainable changes in culture the goal of organization development is to enable organizations to effectiveness and enhance their effectiveness to continually mature in response to changes in the external to improve business performance through positive changes to people management, competence, Communication, systems and structures(Hutchinson, 1999).

Organizational performance management

Performance measurement systems must provide intelligent information for decision makers, not just compile data. Compensation rewards, and recognition should be linked to performance measurements. Performance measurement systems should be positive, not punitive. Results and progress toward program commitments should be openly shared with employee's customers, and stakeholders. To provide them with a useful frame of reference as they studied performance measurement in best-in-class Organizations, the Performance Measurement Study Team built a model of the performance measurement process used in the federal context (Stephens, 1997).

All high-performance organizations, whether public or private, are must be, interested in developing and deploying effective performance measurement and performance management systems, since it is only through such systems that they can remain high-performance organizations. When President Clinton signed the organization Performance and Results Act of law, this commitment to quality was institutionalized. Federal agencies were required to develop strategic plans for how they would deliver high-quality products and services to the people. Under strategic plans are the starting point for each federal agency to by establish top-level organization goals and objectives, as well as annual program goals define how it intends to achieve those goals and demonstrate how it will measure organization and Program performance in achieving those goals to (Kim 1997).

The relationship between the human resource strategy and organizational development

An important driven force is the importance of human resource strategy progress that creates organization development with high level of performance; this is also truly based on the organization development structure and handling effective performance management solving complaints of staff members through effective strategy to arrive high level of organization development. In Addition, to support the strong and enhancement strategy through come from the human resource revolution and developments of the overall organizations achievements (Kawsor, 2009).

Human resource strategy keeping an eye on the organization's long-term goals, mission and vision, the development of performance standards is essential to identify potential problems, non-performing employees and compliance to tasks and standards. Minor employee and performance problems should be seen immediately to avoid any future inconvenience and potential problems to the customers and thus become a liability to the organization (Klee, 1997).

Human resource staff support and facilitate managers and staff in the wider implementation of the human resource strategy. This could involve such diverse matters as helping managers in the identification of resource requirements for their area, working with managers to develop appropriate training and development for their staff and advising staff directly on the options for development in a particular area. An intrinsic part of the overall process support of the strategy by the Staff Associations and unions (Robert A 1980).

Organization development involves a change management strategy which has been in operation for the last forty or so years. It is based on the understanding of behavioral sciences and is concerned with how people and organizations function and how they can be made to function better through effective use of human and social processes. The turbulence facing the modern man and organization is at a level that may not have been experienced before in human history. Both man and organization

are faced by constantly mutating environments that challenge any explanation or rationale. Modern changes are more revolutionary than evolutionary as understood historical changes (Roose E 199).

According to Worley, C. G. (1997) Organization development is a planned process of promoting positive humanistic ally oriented large-system change and improvement in organizations through the use of social science behaviorally based data collection and feedback techniques to mitigate conflict among organization members through collaboration and festive management skills for achieving organization's goals.

There is no such research has been conducted before in private institutions Mogadishu Somalia about human resource strategy and organizational development.

Theoretical Perspectives

Lewin's three step theory

There are several theories associated with organizational development. But, this study is based on Lewin's three step theory on organizational development. It is simple but very valuable; it suggests that organizational change has three steps known as unfreezing, transformation, and refreezing (Britt & Jex, 2008). During the first step an organization realizes there is a need for change. During transformation the changes in organizational development occur, and in the final step the implemented changes are refreeze into the organizational routine.

Unfreezing

This is the fundamental step in the theory. It is about helping stakeholders, employees, administrators, boards and government, understand that change is required. It is about helping stakeholders "let go" or not do things how they have always done. The effects of the driving and restraining forces come into play at this step. If the restraining force is greater than or equal to the driving force, there will be no change. The driving force must outweigh the straining force in order for enough motivation to take place; merely

introducing a driving force is not enough to cause a shift in the equilibrium of the perceived change (Schein, 1995). The need to change can be caused by a fear of failing to meet goals or standard (Schein, 1995). For example, an individual may feel he/she will have a heart attack if he/she does not change his diet. When this stage is implemented successfully most members in each stakeholder group evaluate ways in that they are counterproductive to what should be done and they stop taking those actions. However, the fear of change is one of the greatest restraining forces met by an individual facing the change process. To overcome this fear and attempt to change, the individual must develop a sense of comfort. A balance between the fear of not changing and changing must be met; both are essential in motivation (Pettigrew, 1992). Lewin believed that the stability of human behavior was based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces. He argued that equilibrium needs to be destabilized (unfrozen) before old behavior can be discarded (unlearned) and new behavior successfully adopted. Given the type of issues that Lewin was addressing, as one would expect, he did not believe that change would be easy or that the same approach could be applied in all situations.

Enlarging on Lewin's ideas, Schein (1996, p. 27) comments that the key to unfreezing was to recognize that change, whether at the individual or group level, was a profound psychological dynamic process'. Schein (1996) identified three processes necessary to achieve unfreezing: disconfirmation of the validity of the status quo, the induction of guilty or survival anxiety, and creating psychological safety. He argued that, unless sufficient psychological safety is created, the disconfirming information will be denied or in other ways defended against, no survival anxiety will be felt and consequently, no change will take place' (Schein, 1996,p.61) in other words, those concerned have to feel safe from loss and humiliation before they can accept the new information and reject old behaviors.

Transformation

Moving to a new level or changing means exactly that it is about replacing the old actions with actions that are consistent with the goal. It is about not doing what one has always done that was counterproductive and replacing it with concrete new actions. To help maintain the motivation for change, working in groups or obtaining support is effective. Others help to relieve pressures, provide an environment where errors can be made and learned from, offer positive reinforcement, and coaching. The process of change is not only done physically, it requires mental alteration (Tichey, 1997). Renaming the information or widening out definition helps one accept new meaning to the habit. Such as accepting health living as eating a healthy diet, being physical active, and having a positive self-esteem, oppose to weighing a specific number. When changing the definition, one creates new principles to evaluate standards. In evaluating health lifestyles, one would be successful if he or she feels physically, mentally, emotionally, and socially health (World Health Organization, 2003).

These new actions are consistently repeated to help move towards a new goal. When most stakeholders are trying to change their counterproductive actions to productive actions, this stage has been achieved. One way to achieve this stage is to try a variety of activities so that something will appeal to the. As Schein (1996, p. 62) notes, unfreezing is not an end in itself; it creates motivation to learn but does not necessary control or predict the direction. This echoes Lewin's view that any attempt to predict or identify a specific outcome from planned change is very difficult because of the complexity of the forces concerned. Instead, one should seek to take into account all the forces at work and identify and evaluate, on a trial and error basis, all the available options (Lewin, 1947a). This is, of course, the learning approach promoted by Action Research. It is this iterative approach of research, action and more research which enables groups and individuals to move from a less acceptable to a more acceptable set of behaviors. However, as noted above, Lewin (1947a) recognized that, without reinforcement, change could be short-lived.

· Refreezing

This is the final step in the 3-step model. When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze. The outward signs of the refreeze are a stable organization chart, consistent job descriptions and so on. The refreeze stage also needs to help people and the organization internalize or institutionalize the changes. This means making sure that the changes are used all the time; and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working. Refreezing or making the new productive actions habits is refreezing

This stage is accomplished when most stake holders habitually take the productive actions, without thinking, it becomes the norm. Once these actions are repeated over a time period, benefits will be seen. The new action must be fitting to behaviors and characteristics of the individual to remain effective or the old actions will reemerge (Schein, 1995). As in the health lifestyle example, the individual begins to eat a very restrictive, bland diet which he/she does not enjoy and forces to do a physical activity he/she does not enjoy, the new behavior will not last. Soon the person will begin to "cheat" on the diet and avoid running. In order for refreezing to occur the new activity needs to be normalized. This will happen if it is fun and easy or if there is a reward. Refreezing seeks to stabilize the group at a new quasi-stationary equilibrium in order to ensure that the new behaviors are relatively safe from regression. The main point about refreezing is that new behavior must be to some degree, congruent with the rest of the behavior, personality and environment of the learner or it will simply lead to a new round of disconfirmation (Schein, 1996).

This is why Lewin saw successful change as a group activity, because unless group norms and routines are also transformed, changes to individual behavior will not

be sustained. In organizational terms, refreezing often requires changes to organizational culture, norms, policies and practices (Kanter , 1993) Therefore, Lewin's model illustrates the effects of forces that either promote or inhibit change. Specifically, driving forces promote change while restraining forces oppose change. Hence, change will occur when the combined strength of one force is greater than the combined strength of the opposing set of forces.

Related Studies

According to Haughton e tell (1999), conducted a study in England, on human resource strategy and organizational development found out that effective human resource strategy contribute an overall organizational development by maintaining better strategic human resource brings organizational development activities and in revolve the growth of overall organization. He also, emphasized that human resource strategy improve an organizational development and help to build long and profitable organization

The researchers recognize that effectiveness of human resource strategy is dependent on the motivation and quality of organization's staff and on making the optimal use of their talents, qualifications and skills. The aims to achieve this through the promotion of best practice of human resource management in the areas of effective recruitment , selection, training and development, performance management, equality of opportunity, employee support and the provision of a safe working environment brings all aspects of organization development by achieving organization's goals and objectives

CHAPTER THREE

METHODOLOGY

Research Design

This study was utilized the descriptive correlation design. Descriptive studies are non-experimental researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity.

Research Population

The target population has been included a total of 134; 67 for Horn of Africa University and 67 for SIMAD University in Mogadishu, Somalia. The staff supervisors and human resource management will focus on because it was the main part of the operations in the company. Human resource Strategic is basically organized by the human resource department.

Sample Size

In view of the nature of the target population where the number for academic employees, supervisors and top level management, a sample was taken from each category. Table 1 shows the respondents of the study with the following Institutions: Horn of Africa University and SIMAD University target population and sample size. The Slovene's formula is used to determine the minimum sample size.

Table 1
Respondents of the Study

	Total target Population	Sample size					Total Sample size
Ratio		Top Managers	supervisors	Academic staff	Top managers	Supervisors	Academic staff
of	67	15	15	37	13	13	24
city	67	15	15	37	13	13	24
	134	30	30	74	26	26	48

Source: sloven's formula

Sampling Procedure

The purposive sampling has been utilized to select the respondents based on these criteria:

1. Male or female respondents in selected private institution Mogadishu, Somalia.
2. Staffs, supervisors' and level managements with experience ranging from one year and above. Human resource department under the study from the list of qualified respondents chosen based on the inclusion criteria; the systematic random sampling was used to finally select the respondents with consideration to the computed minimum sample size.

On the other hand in this study stratified sampling technique has been used. In stratified sampling the population has been divided in to subpopulations such that elements within each sub-population are homogenous.

Simple random sample are then selected independently from each subpopulation. This technique was using to reach the all Respondents.

Research Instrument

The research tools that have been utilized in this study include the following: (1) *face sheet* to gather data on the respondents' demographic profile (gender, age, Education qualifications, number of years experience in private institution (2) *researcher devised questionnaires* to determine the level of importance human resource strategy and organizational development. These consisted of options referring to Recruitment (10 Items), selection (4 Items), training (4 Items), policy and procedure (3 Items), organization structure and performance For the level of organizational development, (5 Items), organization changes (5 Items), The responses modes for importance of human resource strategic and organizational development scoring are as follows: (1) highly ineffective; (2) ineffective; (3) effective; (4) highly effective.

For further, self questionnaire will prepare to implement for the level of human resource strategic and organizational development.

Validity and Reliability of the Instrument

Content validity has been ensured by subject the researcher devise questionnaires on strategic human resource and organizational performance to judgment by the content experts who have been estimated the validity on the basis of their experience.

The test-retest technique and Cronpach's Alpha was using to determine the reliability (accuracy) of the researcher devise instruments to three qualified respondents; these respondents would not being included in the actual study, three experts in the field of research was consult and request to look at each item and judge whether it was 1-not relevant, 2- somewhat relevant, 3- quite relevant or 4- very relevant. The researcher then was put the item in 2 categories with 1 and 2 in one category and 3 and 4 in another category. The researcher has been calculated a content validity index (CVI) using formula, based on Fekeran 2003, and Amin 2004 Cronpach's Alpha above 0.70 are acceptable both content validity index and reliability.

For reliability test- retest technique has also been used; the questionnaires have been administered twice to the same subjects. If the test is reliable and the trait being measured are stable, the results would consistent and essentially the same in both times.

Validity and Reliability of the Instrument

Validity and reliability of the research instruments was concerned with the extent to which the research instrument yields the same results. The construct and criterion validity of the Human Resource Strategy and Organizational Development questionnaire was empirically proved by experts which means it is none standardized. Content validity index (CVI) ensured by subjecting the researcher devised questionnaires on risk management and growth of commercial banks to judgment by content expert.

In order to test for the validity of the research instrument, the instrument was given to three expert judges who scored the relevance of each item on the questionnaire. Content Validity Index was computed using the formula

CVI=number of items declared valid by the judges/ Total number of items on the questionnaire.

The overall CVI was 0.8, which is acceptable. Reliability of the respondent's through the Instruments of the questionnaire was established. The reliability of the research instruments concerned with the degree to which the research instrument gave the same result. The reliability was used test and pretest approach in the determination of accuracy of the research devised instruments. In this test- retest technique, the questionnaires were self administered throughout the research to ensure that respondents fill the same questionnaire and the instrument provides the required information.

Data Gathering Procedures

Before the administration of the questionnaires

An introduction letter has been obtained from the School of Post Graduate Studies and Research for the researcher to ask for approval to conduct the study from private institutions in Mogadishu, Somalia.

When approved, the researcher secured a list of the qualified respondents from the Private Institutions in charge and select through systematic random sampling from this list to arrive at the minimum sample size.

The respondents will explain about the study and request to sign the Informed Consent Form (Appendix III).

Reproduce more than enough questionnaires for distribution.

During the administration of the questionnaires

The respondents has been requested to answer completely and not left any part of the questionnaires unanswered.

The researcher has been emphasized retrieval of the questionnaires within three days from the date of distribution.

On retrieval, all returned questionnaires checked if all are answered.

After the administration of the questionnaires

The data gathered collated, has been encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS)

Data Analysis

After questionnaires filled by the respondents, the data edited, coded and entered into the computer Statistical Package for Social Scientists (SPSS). Data then processed and analyzed using descriptive statistics showed frequencies and percentage distribution to determine the demographic characteristics of the respondents.

The mean applied to indicate the level of importance of human resource strategic and organizational development related to private institutions in Mogadishu, Somalia. While the Pearson's Linear Correlation Coefficient (PLCC, r) will use to correlate the variables and to test for existence of significant relationships between the study variables. The 0.05 level of significance, popular in social sciences will use to confirm existence of statistical significance between study variables. Then to establish the factors influencing the organizational development, cross tabulation will done, where the dependent variable cross tabulated with independent variable and chi-square values read off and p value at 5%. In the questionnaire each selected one to four scale for importance of strategic human resource practice and organizational development where, 1=highly ineffective, 2=ineffective; 3= effective; 4= highly effective. To interpret the levels of strategic human resource and organizational performance in private institution in Mogadishu, Somalia.

The following mean range will use to arrive at the mean of the individual indicators and interpretation:

For the importance human resource strategic and organizational development

Mean range	Respondents mode	Description
3.26 - 4.00	Highly effective	You highly effective with no doubt at all
2.51– 3.25	Effective	You effective with some doubt
1.76 - 2.50	Ineffective	You ineffective with some doubt
1.00 - 1.75	Highly ineffective	You highly ineffective with no doubt at all

A correlation coefficient to test the hypothesis on correlation (H_0 #1) at 0.05 level of significance using a t-test employed. The regression analysis R^2 (coefficient of determination) will compute to determine the influence of the independent variables on the dependent variable.

Ethical Considerations

The data collected from the respondents' kept as confidential and used for the purpose of the fulfillment of the requirement for the award of the degree of Master of Business Administration in Human Resource Management. The respondents were informed of the content of the research and its aims.

Limitations of the Study

The researcher was claim an acceptable (0.05 level of significance) 5% margin of error in view of the following anticipated threats to validity with relevance to this study:

Testing: Differences in conditions and time when the data was obtained from respondents by different persons on different days at different hours. This has been minimized by orienting and briefing the research assistants on the sampling techniques and data gathering procedures.

Instrumentation: The research instrument on human resource strategy is not standardized. A validity and reliability test has been done to produce a credible research tool.

Mortality: The calculated number of respondents may not be reached considering the fact that some questionnaires may not be returned due to circumstances within the respondents and beyond the control of the researcher. The researcher was endeavored to attain the appropriate number of respondents for reasons of representativeness.

Extraneous: variables which have beyond the researcher been not have controlled over the extraneous variables such as honesty of the respondents, personal biases and descriptive nature of the design

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF DATA

PROFILE INFORMATION OF THE RESPONDENTS

This thesis presents the background information of the respondents who participate in the study. The purpose of this background information was set up the profile of the respondents and indicates the distribution of the population of the study.

Table 2

Profile of the Respondents

Profile of the respondents	Frequency	Percentage (%)
Gender		
Male	67	67.0%
Female	33	33.0%
Total	100	100%
Marriage status		
Single	46	46.0%
Married	54	54.0%
Total	100	100%
Age		
29-39	44	44.0%
40-49	34	34.0%
50>	22	22.0%
Total	100	100%
Education		
Secondary	30	30.0%
Diploma	12	12.0%
Bachelor	28	28.0%
Master	30	30.0%
Total	100	100%
Positions		
Manager	26	26.0%
Supervisors	26	26.0%
Academic employee	48	48.0%
Total	100	100%

Source: primary data, 2012

Table 2 indicated the different categories were involved in the study 67% were male and 33% were female in the total respondents, and it is clear that these two selected private institutions were dominated male or the popular of the respondents are male. Also the results indicating that there were more male than female individuals working private institutions in Mogadishu Somalia.

The study showed that 46 of respondents were single, while 54 of the respondents of private institutions were married so that married respondents dominated the single.

The findings of the study showed that 44% of the respondents belonged at the age of 29-39, 34 % of the respondents are the age 40-49, and 22% of the respondents are the age 50>. This finding suggested that organization staff were of diverse age of groups. The diversity in age of staff implies that the staff would have different values for their performance.

Table 2 showed that the first group of the respondents has secondary school which represents 30% of the respondents, the second group of the respondents is diploma holders which stand for 12% of the respondents; the findings of the study indicated that the respondents which are bachelor degree holders made up 28% of the respondents; the fourth group of the respondents has master degree which represents 30% of the respondents and mostly they are the managers of the organizations.

From the findings the researcher observed that the managers of the selected private institutions are master degree holders which showed that they have skills, knowledge, experience and competence to handle the operations and activities of the entire organization. This is indicating and also evidencing that the organization attracted and retained highly educated employees who perform their duties well.

The findings indicate that there is high employee retention in selected private institutions, Mogadishu, Somalia. If the researcher tends the position of the

respondents the result indicates that the 48% of the respondents are academic employees of the organization, while 26% of the respondents are managers and 26% of the respondents are supervisors. Therefore the finding shows the majority of the respondents of selected private institutions are academic employees.

Table 3

Level of human resource strategy

INDECATORS	Mean	Interpretation	Rank
Recruitment			
The institute has a recruitment policy designed to provide a clear and simple process to assist managers in selecting the best candidate for the job and to ensure equality of opportunity for all applicants.	3.64	Highly effective	1
Before starting recruitment process, people in charge review the need for the position.	3.61	Highly effective	3
External recruitment is done after internal recruitment when there are no existing qualified employees	3.42	Highly effective	6
internal recruitment is made though promotion or transfers from one department to another	3.52	Highly effective	4
Successful candidates are given appointment letters immediately after interview and consulting his/her referees	3.47	Highly effective	5
Short listing is made by assessing applications against job description and personal specification	3.29	Highly effective	7

Advertisement or searching of applicants is made inside or outside the institution	3.62	Highly effective	2
Selection			
managers always make best decision of selection	1.64	Highly effective	4
A new employees are given time to socialize with existing staff at department level, at faculty level and the whole institute	3.25	Effective	3
The institute has a section policy designed to provide a clear and simple process to assist managers in selecting the best candidate for the job and to ensure equality	3.51	Highly effective	1
successful selections is made after evaluation check list	3.38	Highly effective	2
Training			
Offer effective training to facilitate and develop employee's skills to do their jobs	3.26	Highly effective	3
Focus on first time for new employees to adopt on the job environment	3.27	Highly effective	2
Always institution attends on the job review course	3.38	Highly effective	1
Provides assessment and ensuring the job is on the track and offer feedback	3.22	effective	4
Policies and procedure			
Organization policies reflects the values and believes of all organization members and not only for the senior management team	3.25	effective	2

Policies and procedure are applied as the way they are	3.19	Effective	3
policies and procedure are set by the management	3.26	Highly effective	1
Evaluation			
human resource managers always evaluate the performance of the particular task	3.32	Highly effective	1
human resource departments always checks how the training program is done	3.32	effective	1
human resource departments always assess which training program is missed	3.32	Highly effective	1
Mean index	3.12	Effective	

Source: primary data 2012

The table 3 exposed that the mean of the institute has a recruitment policy designed to provide a clear and simple process to assist managers in selecting the best candidate for the job and to ensure equality of opportunity for all applicants is (3.64 highly effective) which indicates the majority of the respondents agreed that the both manager, supervisors and academic employees of selected private institutions, were responded that the HR department have good policy designed that reveals the organization is very strong because they have well educated and skilled both manager, supervisors and also academic employees toward to the capability to perform their duties.

The table 3 showed that the mean (3.61 highly effective) that represents the Some of this mean shows the majority of the respondents before starting recruitment process, people in charge review the need for the position, agreed that the managers of the company always make clear process and this review of managers are highly have for their empowerment in selected private institutions Mogadishu Somali.

The table 3 indicated that the mean of that External recruitment is done after internal recruitment when there are no existing qualified employees is (3.42 highly effective) which means that majority of the respondents agreed that the academic employees of the selected private institutions have great internal and external recruitment in the organization.

The table 3 also exposed that the mean of the internal recruitment is made though promotion or transfers from one department to another is (3.52 highly effective) which stand for that the majority of the respondents were agreed that the selected private institutions have a strong managers which makes suitable promotion or transfer from one department to another so the organization's plan is somehow and it may bring or create a fine productivity, and well performance in human resource management.

The table 3 showed that the mean of the Successful candidates are given appointment letters immediately after interview and consulting his/her referees is (3.47 highly effective) which represents that the majority of the respondents both academic employees and supervisors were agreed that they feel happy because of the respect from their managers.

The table 3 showed that the mean of Short listing is made by assessing applications against job description and personal specification is (3.29 highly effective) which represents that the majority of the respondents were agreed that the managers of the organization fair respect to deal with the subordinates, so this view cause to the organization better productive.

The findings of table 3 indicated that the mean of Advertisement or searching of applicants is made inside or outside the institution is (3.62 highly effective) which represents that the respondents were agreed that the selected privet institutions have good advertisement that the company can expand their quality of recruitment and it increase employee's retention and responsibility of the organization.

The findings of table 3 showed that the mean of the managers always make best decision of selection is (3.38 highly effective) which represents that the respondents were highly agreed that the majority of the managers, academic employee, and supervisors respond that the managers make the best decision making towards the organization .

The findings of table 3 showed that the mean of a new employees are given time to socialize with existing staff at department level, at faculty level and the whole institute (3.25 effective) which represents the majority of the respondents were agreed that the selected private institutions have strong stander behavior which may affect the employees how to get an adherence because of their beliefs of the organization.

The findings of table 3 indicated that the mean of The institute has a section policy designed to provide a clear and simple process to assist managers in selecting the best candidate for the job and to ensure equality is (3.51 highly effective) which the respondents were agreed that the selected private institutions have excellent selecting candidates for the job to achieve the organizational goals because it makes good business sense.

The findings of the table 3 indicated the mean of successful selections is made after evaluation check list is (3.38 highly effective) which represents the respondents were agreed that there is very clear successful selection in selected private institutions Mogadishu, Somalia .

The findings of table 3 indicated that the mean of Offer effective training to facilitate and develop employee's skills to do their jobs is (3.26 highly effective) which represents that the majority of respondents were agreed that the managers of private institutions have a nice effective training which develops the organization.

The findings of the table 3 showed that the mean of the Focus on first time for new employees to adopt on the job environment is (3.27 highly effective) which

represents that the most of respondents were agreed that the new employees have good adoption to the job environment.

The findings of table 3 showed that the mean of Always institution attends on the job review course is (3.38 highly effective) which represents that ma majority of respondents were agreed that the institution attends on the job.

The findings of table 3 indicated that the mean of Provides assessment and ensuring the job is on the truck and offer feedback is (3.22 effective) which replicates the majority of respondents were agreed there is good improvement of assessment in selected private institution.

The findings of table 3 showed that the mean of Organization polices reflects the values and believes of all organization members and not only for the senior management team is (3.25 effective) which represents that the majority of the respondents were agreed that there is fine awareness with their managers in selected private institution.

The findings of table 3 indicated that the mean of Policies and procedure are applied as the way they are is (3.26 highly effective) which replicates that the majority of the respondents were agreed that the private institutions have good policies and procedure.

The findings of the table 3 showed that the mean of policies and procedure are set by the management is (3.32 highly effective) which stands for the majority of the respondents were agreed that their management set policies and procedure.

The findings of table 3 spelled out that the mean of human resource managers always evaluate the performance of the particular task is (3.32 highly effective) which Characterizes the majority of the respondents were agreed that the human resource managers evaluate their employees in particular task.

The findings of table 3 identified that the mean of human resource departments always checks how the training program is done is (3.32 highly effective) which represents that the majority of respondents were agreed that the human resource managers have good checks of training program in selected private institutions Mogadishu, Somalia.

The findings of table 3 specified that the mean of human resource departments always assess which training program is missed is (3.32 highly effective) which represents that the majority of the respondents were agreed that the human resource department assess which training program is missing.

The mean index indicated that the level of human resource strategy as effective (**mean index 3.12**). Thus, it can be deduced that the private institutions has effective human resource strategy.

Table 4

Level of organizational development

Indicators	Mean	Interpretation	Rank
Organization structure and performance			
Employees feel concerned for enjoy working with the institution	3.49	Highly effective	1
we scarified my own time and interests for the good of the institution	3.49	Highly effective	1
Employee supervision helps to review organization performance and to plan for improvement	3.36	Highly effective	2
jobs and authorities are divided and put in place based on the organization structure	3.13	effective	4
information flows through line using organization hierarchy	3.15	effective	3
Organization change		effective	
The organization provides maximum supports to staff pursue change for opportunity issues	3.13	effective	5

The management is always concerned and takes action when the office does not offer sufficient comfort for staff.	3.23	effective	3
Materials like books, videos, tapes, computers that help continuous change are not difficult to obtain in the organization	3.24	Effective	2
The organization regularly reviews and examines the way work is done.	3.17	effective	4
Management never admits errors whenever challenged	3.36	Highly effective	1
Development of action plans and strategies			
leaders always provide overall direction on the long path from where things are now to where we hope they will be	3.29	Highly effective	2
Leaders always Describes the vision for the planers.	3.31	Highly effective	1
Leaders always refine a mission statement that includes what is to be done and why it is to be done	3.26	Highly effective	3
Problem solving			
Leaders always attempt the suitable solution when the problem occurs.	3.24	Effective	1
leaders always try to make sense the feedback after problem solving.	3.24	effective	1

Stability			
leaders always organize the characteristics and predict the organization policies	3.21	effective	3
the purpose of the organization is subservient to its efficiency.	3.25	effective	2
leaders always make the Goals clear and take the responsibility of the organization	3.25	effective	2
Leader always influences the organizational growth	3.36	Highly effective	1
Average mean	3.26		

Source: primary data 2012

The findings of table 4 indicated that Employees feel concerned for enjoy working with the institution as the mean (3.49 highly effective) which replicates that the respondents tells us there is much flexible confidence to their position in the organization. In that view the researcher knows the level of quality of employees of private institutions so this view creates great performance of the organization.

The findings of table 4 showed that the mean of we scarified my own time and interests for the good of the institution is (3.49 highly effective) which represents that the majority of the respondents were agreed that there is well satisfaction of the organization.

The findings of table 4 indicated that employee supervision helps to review organization performance and to plan for improvement as the mean (3.36 highly effective) which indicates that the respondents tells us there is real improvement in selected private institutions Mogadishu, Somalia .

The findings of table 4 revealed that the mean of jobs and authorities are divided and put in place based on the organization structure is (3.13 effective) which replicates that the majority of the respondents were agreed that the selected private institutions have good organizational structure.

The findings table 4 showed that the mean of information flows through line using organization hierarchy is (3.15 effective) which represents that the majority of the respondents agreed that the private institutions have fair hierarchy.

The findings of table 4 showed that the mean of The organization provides maximum supports to staff pursue change for opportunity issues is (3.13 effective) which represents the respondents were agreed that the private institutions somehow supports their staff for changing opportunities .

The findings of table 4 showed that the mean of the management is always concerned and takes action when the office does not offer sufficient comfort for staff is (3.23 effective) which represents the majority of the respondents where agreed that the management of private institutions takes action when there is without employee satisfaction.

The findings of table 4 showed that the mean of Materials like books, videos, tapes, computers that help continuous change are not difficult to obtain in the organization is (3.24 effective) which represents the majority of the respondents were agreed that the private institutions have good materials to adopt the change .

The findings of table 4 showed that the mean of The organization regularly reviews and examines the way work is done is (3.17 effective) which represents the majority of the respondents were agreed that the private institutions have excellent monitoring to their tasks.

The table 4 showed that the mean of Management never admits errors whenever challenged is (3.36 highly effective) represents that the majority of the respondents were agreed that the private institutions have talented management.

The findings of table 4 indicated that the mean of leaders always provide overall direction on the long path from where things are now to where we hope they will be is

(3.29 highly effective) represents that the majority of the respondents agreed that the managers of private institutions are hunting the progress .

The findings of table 4 above indicated that the mean of leaders always Describes the vision for the planers is (3.31 highly effective) represents that the majority of the respondents agreed that the managers of private institutions always works with the planers.

Table 4 indicated that the mean of Leaders always refine a mission statement that includes what is to be done and why it is to be done is (3.26 highly effective) which replicate that the respondents tells us the leaders of private institutions have nice evaluations to their programs.

The findings of table 4 identified that the mean of leaders always attempt the suitable solution when the problem occurs is (3.24 effective) which stands for the majority of the respondents were agreed that the managers of private institutions have great problem solving.

The findings of table 4 specified that the mean of leaders always try to make sense the feedback after problem solving is (3.24 effective) which is characterize the majority of the respondents were agreed that the managers of private institutions make sense to their feedback .

The findings of table 4 showed that the mean of leaders always organize the characteristics and predict the organization policies is (3.21 effective) which represents the majority of the respondents were agreed that the leaders of private institutions organize the organization policy in a best way.

The findings of table 4 indicated that the mean of the purpose of the organization is subservient to its efficiency is (3.25 effective) which replicates that the majority of the respondents were agreed that the private institutions have efficiency purpose.

The findings of table 4 showed that the mean of leaders always make the Goals clear and take the responsibility of the organization is (3.25 effective) which stands for the

majority of the respondents agreed that the private institutions have effective leaders who make goals clear.

The findings of the table indicated that the mean of Leader always influences the organizational growth is (3.36 highly effective) which represents that the majority of the respondents were agreed that the leaders of private institutions have good influence for the organizational growth.

The mean index indicated that the degree of the organization development as good (**mean index 3.26**). Thus it can be increased that the degree organizational development as good.

Table5: Pearson correlation: human resource strategy and organizational development.

Variable correlated	r-value	p-value	Interpretation	Decision on H ₀
Human resource strategy and organizational development	0.429	0.000	Significant effect	Rejected

Source: primary data 2012

The correlation between human resource strategy and organizational development is weak and positive with $r=0.429$. The correlation is significant since $(p=0.000) < 0.05$.

Table 6

Regression Analysis between the Dependent and Independent Variables

Variables regressed	R ²	F-value	p-value	Interpretation	Decision on H ₀
Human resource strategy and Organization development	0.184	22.134	0.000	Significant effect	Rejected

Source: primary data 2012

From the table 6, it is clear that this model has good correlation as the r is significant effects ($r=0.184$) of the variation in human resource strategy is explained by organizational development. The model is significant ($F=22.134$, $P=0.000$). The researcher concludes that there is sufficient evidence at the 0.05 level of significance, that the human resource strategy affect on organizational development.

The results suggest that human resource strategy have an effect on organizational development in selected private institutions.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

This study was guided by four objectives which comprised of these objectives (I) to identify the demographic characteristics of the respondents in terms of gender, Age, educations, marital status, and position (II) to determine the level of human resource strategy in selected private institutions .(III) to determine the level of organizational development in selected private institutions .(IV) to establish the relationship between human resource strategy and organizational development in selected private institutions Mogadishu, Somalia .

The first objective of the study is used descriptive statistics results showed frequencies and percentages, indicating the characteristics of the respondents and also showed the distribution of population in the study. The result indicated that male dominated the whole company rather than female individuals working in selected private institutions Mogadishu, Somalia, and also the findings indicated that the diverse age among the staff of selected in selected private institutions, the difference ages from early stages to elders who have more information in the field of study and can offer practical information to the stud

The second objective was determine the level of human resource strategy in selected private institutions based on the interpretation of chapter four the findings exposed that the most of the respondents agreed that the human resource strategy are being highly effective in the organization contribution of selected private institutions as showed the mean index (3.13 effective) which indicates the majority of the respondents agreed that the human resource strategy of private institutions are very effective, that reveals the organization is strong because they have well educated and skilled both manager, supervisors and other staff toward to the capability to perform their duties.

The findings of the third objective declared that the table 4 indicated that Employees feel concerned for enjoy working with the institution as the mean of 3.26 indicated that the respondents have agreed that the staff of private institutions have well satisfaction to their work that classified that the mean indicated is highly effective

The fourth objective was analyzed in the SPSS so the researcher could estimate the r value of the objective which indicates there is significant relationship between the variables.

Eventually the findings of the fourth objective specified that the regression of the variables was positive as the SPSS analyzed.

CONCLUSION

This research found that human resource strategy and organizational development concerns an extent influence each other.

As the analysis of this research showed if the human resource strategy are administrated well enough on the organizational development would be affiance.

During the analysis the researcher founded that mostly the managers in private institutions recruited, train, motivate, communicate, delegate, monitor, compensate, apprise and evaluate the performance of their employees.

But still they need to improve some areas such as employee induction, career opportunities, personal development, fringe benefits and etc.

However it seems that there is changing environment at private institutions, although the researcher predicted that there is rapid improvement in the long run.

I hope all these issues, together with the most integrative of human resource strategy and organization development provided in this thesis will stimulate curiosity and further research in this area.

RECOMMENDATIONS

Based on the findings in this study, the following recommendations have been suggested:

1. In order to alleviate the low performance of academic employees the managers of private institutions must positively address their challenges which are financial and technical to enhance the organizational development.
3. They should motivate the employees to participate in the activities and decision making of the company to create harmony
4. In order to increase employees' satisfaction, the management of the company should review the salary and individual contribution for rewarding accordingly
5. Management should always keep in mind that the human resource strategy must develop.

Areas for further research

Human resource strategy and organizational performance

Human resource strategy and organizational growth

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APPENDIX IA: TRANSMITTAL LETTER



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256 - 414 - 266813 / +256 - 772 - 322563
Fax: +256 - 414 - 501 974
E-mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 18th July, 2012.

**RE: REQUEST FARHIA MOHAMED HASSAN MBA/34496/113/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Business Administration (Human Resource Management).

She is currently conducting a research entitled **"Human Resource Strategy and Organization Development in Selected Private Institutions In Mogadisho, Somalia."**

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her from your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

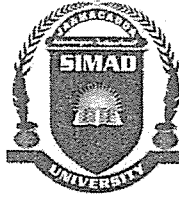
**Mr. Malinga Ramadhan
Head of Department,
Economics and Management Sciences, (CHDR)**

NOTED BY:

Dr. Sofia Sol T. Gaito
Principal-CHDR



SIMAD UNIVERSITY



جامعة سيماد

JAAMACADDA SIMAD

The Fountain of Knowledge and Wisdom

منبع المعرفة والحكمة

REF: HRM/1245/2012

Date: August 17, 2012

TO WHOM IT MAY CONCERN

As the HR Division of SIMAD UNIVERSITY we are pleased to share with you that we have allowed FARHIA MOHAMED HASSAN, the information which she has requested from the UNIVERSITY in the form of questionnaire under title of "Human Resource Strategy and Organization Development in selected private institutions in Mogadishu, Somalia".

We have given her this information after she has brought us a request letter from Kampala International University which was dated on 18 July, 2012.

We hope success to her and the University as whole.

Yours sincerely

SU-HUMAN RESOURCE DIRECTOR



HORN OF AFRICA UNIVERSITY
Mogadishu - Somalia



جامعة قرن إفريقيا
مقديشو - الصومال

Ref: H/20081/J012

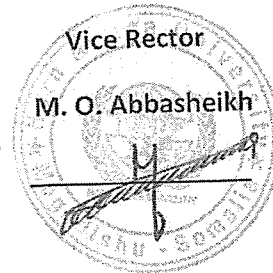
Date: 20 August, 2012

RECOMMENDATION

Horn of Africa University is approving that Miss: FARHIA MOHAMED HASSAN Conducted research in our organization and met the help of Horn of Africa university of responding student's questionnaire of the research title: " Human Resource Strategy and Organization Development in Selected Private Institutions In Mogadishu, Somalia."

The approval was prepared after being seen for legitimate request dated: 18th July, 2012.

Best regards



APPENDIX I B

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a Master of Business Administration in Human Resource Management candidate of Kampala International University. Part of the requirements for the award is a Thesis. My study is entitled, **Human Resource Strategy and Organizational Development in Selected Private Institutions in Mogadishu, Somalia**. Within this context, may I request you to participate in this study by answering the questionnaire kindly does not leave any option unanswered? Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within three days?

Thank you very much in advance.

Yours faithfully,

Farhia Mohamed Hassan

APPENDIX II
CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name _____

Reg.# _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

- ☐ Physical Safety of Human Subjects
- ☐ Psychological Safety
- ☐ Emotional Security
- ☐ Privacy
- ☐ Written Request for Author of Standardized Instrument
- ☐ Coding of Questionnaires/Anonymity/Confidentiality
- ☐ Permission to Conduct the Study
- ☐ Informed Consent
- ☐ Citations/Authors Recognized

Results of Ethical Review

- ☐ Approved
- ☐ Conditional (to provide the Ethics Committee with corrections)
- ☐ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members' _____

APPENDIX III
INFORMED CONSENT

I am giving my consent to be part of the research study of Farhia Mohamed Hassan that will focus on Importance of Human Resource Strategy and Organization Development I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

CALCULATIN OF CONTENT VALIDTY INDEX

$$CV_i = \frac{\text{No of Item declared valid by the judges}}{\text{Total No of items on the questionnaire}}$$

Judge: 1

$$CV_1 = 35/40 = 0.8$$

Judge: 2

$$CV_2 = 32/40 = 0.8$$

$$\text{Judge 3: } 33/40 = 0.8$$

Therefore, Average of content validity index is

$$CVI = \frac{2.4}{3} = 0.8$$

$$0.8 =$$

APPENDIX IV

Section A: Questionnaire for demographic characteristics of respondents

Gender (Please tick): ____ (1) Male ____ (2) female

Marital status ____ Single ____ married

Age:

____ 20-39 years ____ 40-49 years ____ 50 years and above

Educational level of respondents

____ Secondary School

____ Diploma

____ Bachelor

____ Masters

Position of the respondents

____ Manager

____ Supervisor

____ academic employee

Section B: To determine the level of human resource strategy.

Direction: please indicate with the corresponding rating that best describes your response using the guide below;

Score	Mode of response	Description	Interpretation
4	strongly agree	you effective with no doubt	highly effective
3	agree	you effective with some doubt	effective
2	disagree	you ineffective with some doubt	ineffective
1	strongly disagree	you ineffective with no doubt	highly ineffective

1. Recruitment

__1.1 the institute has a recruitment policy designed to provide a clear and simple process to assist managers in selecting the best candidate for the job and to ensure equality of opportunity for all applicants.

__1.2 before starting recruitment process, people in charge review the need for the position.

__1.3 External recruitment is done after internal recruitment when there are no existing qualified employees

__1.4 internal recruitment is made though promotion or transfers from one department to another

__1.5 Successful candidates are given appointment letters immediately after interview and consulting his/her referees

__1.6 Short listing is made by assessing applications against job description and personal specification

__1.7 Advertisement or searching of applicants is made inside or outside the institution

2. Selection

__2.1 The institute has a selection policy designed to provide a clear and simple process to assist managers in selecting the best candidate for the job and to ensure equality.

__2.3 New employees are given time to socialize with existing staff at department level, at faculty level and the whole institute

__2.4 Successful selection is made after evaluation check list

3. Training

__3.1 Offer effective training to facilitate and develop employee's skills to do their jobs.

__3.2 Focus on first time for new employees to adapt to the job environment.

__3.3 Always institution attends to the job review course.

__3.4 Provides assessment and ensuring the job is on track and offer feedback

4. Policies and procedure

__4.1 Organization policies reflect the values and beliefs of all organization members and not only for the senior management team

__4.2 Policies and procedure are applied as the way they are

__4.3 Policies and procedure are set by the management

5. Evaluation

__5.1 Human resource managers always evaluate the performance of the particular task.

__5.2 Human resource departments always check how the training program is done.

__5.3 Human resource departments always assess which training program is missed.

Section C: to determine the level of organizational development.

Direction: please indicate with the corresponding rating that best describes your response using the guide below.

Score	Mode of response	Description	Interpretation
4	strongly agree	you effective with no doubt	highly effective
3	agree	you effective with some doubt	effective
2	disagree	you ineffective with some doubt	ineffective
1	strongly disagree	you ineffective with no doubt	highly ineffective

1. Organizational structure and performance

__1.1 Employees feel concerned for enjoy working with the institution

__1.2 we scarified my own time and interests for the good of the institution

__1.3 Employee supervision helps to review organization performance and to plan for improvement.

__1.4 jobs and authorities are divided and put in place based on the organization structure.

__1.5 information flows through line using organization hierarchy.

2. Organization change

__2.1The organization provides maximum supports to staff pursue change for opportunity issues.

___2.2The management is always concerned and takes action when the office does not offer sufficient comfort for staff.

___2.3 Materials like books, videos, tapes, computers that help continuous change are difficult to obtain in the organization.

___2.4The organization regularly reviews and examines the way work is done.

___2.5Management never admits errors whenever challenged.

3. Development of action plans and strategies

___3.1 leaders always provide overall direction on the long path from where things are now to where we hope they will be.

___3.2 leaders always Describes the vision for the planers.

___3.3 Leaders always refine a mission statement that includes what is to be done and why it is to be done.

4. Problem solving

___4.1 leaders always attempt the suitable solution when the problem occurs.

___4.2 managers usually meet the right side for the problem solving.

5. Stability

___5.1 leaders always organize the characteristics and predict the organization policies.

___5 .2 the purpose of the organization is subservient to its efficiency.

___5.3 leaders always make the Goals clear and take the responsibility of the organization.

___5.4 managers always Build a knowledgeable staff those who capable of accomplishing the set goals.

6. People

I believe that our organization is developing strong leadership for the future

In my organization employees feel a sense of satisfaction with their jobs

RESEARCHER'S CURRICULUM VITAE

Personal Profile

Sur Name : FARHIA
Other Name : MOHAMED HASSAN
Birth day : 20 DECEMBER 1985
Nationality : Somali
Current Address : Tel: +256-792221955
Email : marfadx@hotmail.com

Educational Background

2012 to date : Kampala international university, Master degree

2009 : SIMAD University, Bachelor Degree of Information Technology

2007 : Somali Institute of Management and Administration Development, Diploma in Information Technology.

2006 : Al Hikma Secondary School, Secondary Certificate.

Interest

Reading Novels

Listening Radio

Watching TV

Language

Somali : Home Language

English : for Education

Arabic : for Holly Quran

Reference

Prof. Yusuf Salad Warsame, SIMAD Director of Human Resource Department, Tel +252-615270007.

