

THE LEVEL OF HUMAN RESOURCE SKILLS IN ADAM ABDULLAH OSMAN INTERNATIONAL AIRPORT MOGADISHU; A CROSS SECTIONAL STUDY.

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ABSTRACT.

Background:

This study aims to determine the level of Human resource skills in Adam Abdullah Osman International Airport Mogadishu.

Methodology:

This study used a descriptive correlation study design. This study was carried out at Adam Abdullah Osman International Airport in Mogadishu.

The total sample size of the study was selected from the target population of 130 employees from Adam Abdullah Osman International Airport where the study selected 15 top managers, 40 middle managers, and 75 subordinates. The study will use a Statistical Package for Social Science (SPSS Version, 17.0) as a tool for analyzing the data. Frequencies and percentages will be used to analyze the profile of respondents as seen appropriate.

Results:

Most respondents (77%) were male, while women were only 23%. This indicates that the males are the ones mostly employed in the selected public sectors in Mogadishu, Somalia. The level of Human resource skills in public sectors in Mogadishu Somalia is low indicating a space for improvement if they are to be perceived as satisfactory by the required standards in the public sectors. The results indicate that the management of human resources within the Public Service is a cornerstone for the overall success of implementing government priorities.

Conclusion:

The capability of subordinates to perform the task depends on the human skills they have been rated low. While the rest of the items were rated very low;

Recommendations:

It is also suggested that organizations' investment in human resources should not be focused on trying to forecast what employee skills they will need to accommodate future strategic, technological, and marketing changes. Rather, they should focus on having sufficient variety in their skills so that they have an increased chance of adapting to change that cannot be foreseen, hence new management to reform the system.

Keywords: *Level of Human Resource Skills, Adam Abdullah Osman International Airport Mogadishu*

Submitted:2024-03-08 Accepted:2024-03-10

BACKGROUND OF THE STUDY.

Human resource skills and flexibility are internal traits or characteristics of the organization that can be addressed through three conceptual components: employee skills, employee behavior, and HR practices. The flexibility of employee skills is the "number of potential alternative uses to which employee skills can be applied" (Wright & Snell, 1998: 764), and "how individuals with different skills can be redeployed quickly" (Wright & Snell, 1998: 765). Human Resource skills involve the ability to interact with others within the organization; it relates to the ability to work well with other people both individually and in a group. Because managers deal directly with people, this skill is crucial and Managers with good human skills can get the best out of their people. They know how to communicate, motivate,

lead, and inspire enthusiasm and trust. These skills are equally important at all levels of the organization or the hierarchical functions of each organization such as low-level (first-line) management, middle-level management, and top-level management- such as Chief Executive Officer- CEO.

Human resource management is a huge challenge. The fact remains that challenges to the effective management of human resources still exist (Haslinda, 2019). Lack of or inadequate skills is massively under-utilized due to a lack of experienced or qualified personnel to manage them (Holbeche, 2020). The number of public sector workers is relatively increasing each year and the majority who are holding management offices are not trained for the positions they hold and are largely inefficient (Guest and

DAVID,2018)which consequently affects the productivity of their subordinates leading to poor service delivery in supporting human resources skills development (Diefnenbach,2019), the Federal Government of Somalia through the ministry of public service has introduced and implemented the Human Resource Development strategies like in-service training and a range of support mechanisms, incentives and initiatives to assist in the effective management of the public sectors. To understand human skills management in Mogadishu, the study investigated the level of human resource skills in Adam Abdullah Osman International Airport Mogadishu.

METHODOLOGY.

Research design.

This study used a descriptive correlation study design to describe the relationship between Human resource skills and Management style in selected public sectors in Mogadishu, Somalia.

Research population.

This study was carried out at Adam Abdullah Osman International Airport in Mogadishu. The airport is chosen

Table1. Respondents of the study.

Categories of expected respondents	Population	Sample
Top managers	15	11
Middle Managers	40	30
Subordinates or operational group	75	57
Total	130	98

Sample Procedure/Strategy.

The study will use both purposive sampling and simple random sampling the purposive is used because of the Judgment of the study and simple random sampling has been used because of its proportion.

The purposive sampling will be utilized to select the respondents based on these criteria:

For Top Managers.

- Male or female respondents of the managers in the organization included in the study
- Full-time Top Managers in the organization under this study who have served for one year and above as managers in the organization

For Middle managers.

- Male or female respondents of the middle managers in any organization selected
- Full-time middle managers in the organization I have selected

because of its varied skilled workers. The study targeted a population of 130 people including top managers and their subordinates.

Sample size.

The total sample size of the study was selected from the target population of 130 employees from Adam Abdullah Osman International Airport where the study selected 15 top managers, 40 middle managers, and 75 subordinates.

The study will use the Slovene formula to determine the minimum sample size.

A sample size of 98 respondents will be derived using Slovene’s formula of a minimum sample size determination.

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

Where n= is the sample size N=the population size, 0.05 is the level of significance.

$$n = \frac{130}{1+130(0.05)^2}$$

$$n = \frac{130}{1+ 130 \times 0.0025}$$

$$n = 98$$

- One year and above serving as a middle manager in the organization

For Subordinates or operational managers.

- Male or female respondents of the Subordinates or operational managers included in the study
- Regular workers or part-time in selected organizations
- one year and above in the organization which I selected

Research instrument.

This study will use a questionnaire to collect data. A questionnaire was the major instrument used for data collection. The questionnaires are preferred for this study because they enable the study to reach a larger number of respondents within a short time, thus it makes it easier to collect relevant information. The first questionnaire is the face sheet, to collect data on the profile of respondents. The second questionnaire was on the level of Human resource skills and the third is Management. All the questions are

Likert scaled based on four points ranging from 1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree.

The questionnaires contained close-ended questions to collect quantifiable data relevant to precise and effective correlation of research variables. They are also preferred to save time, enable respondents to easily fill out the questionnaires, and keep them on the subject and relatively objective.

Data analysis.

This involved three sets of activities including editing, coding, and frequency tabulation, editing was done by perusing each of the field questionnaires.

The study will use a Statistical Package for Social Science (SPSS Version, 17.0) as a tool for analyzing the data. Frequencies and percentages will be used to analyze the profile of respondents as seen appropriate. Secondly, the study will use means to analyze the level of human resource skills and the level of management in selected public, in Mogadishu, Somalia.

Table 2: shows the level of human resource skills.

Mean range	Response mode	Interpretation
3.26-4.00	Strongly agree	Very well
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Fail
1.00-1.75	Strongly disagree	Poor

Table 3: shows the level of management.

Mean range	Response mode	Interpretation
3.26-4.00	Strongly agree	Very well
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Low
1.00-1.75	Strongly disagree	Poor

Lastly, the study will use Pearson's" linear correlation coefficient to analyze the relationship between human resource skills and the level of management in public sectors in Mogadishu.

Ethical Consideration.

Objectivity: The study ensured objectivity when carrying out the research and any attempt to bias results was considered unethical and was therefore avoided.

Respect: The study ensured that there is respect for the respondents

The study gave the respondents the facts about the research to make informed decisions about participating or not.

RESULTS.

Description of respondents.

Respondents in this study included top managers, middle managers, operational managers/ subordinates, and regular workers in the selected public sectors in Mogadishu and were described to determine the profile of respondents in terms of gender, age category, level of education, type of employment and years in service. In each case, respondents were asked to provide the study with their profile characteristics, using a closed-ended questionnaire. Their responses were analyzed using frequencies and percentage distributions as indicated in Table 4.

Table 4: Respondents' Profile.

Main Category	Subcategory	Frequency	Percentage
Gender	Male	87	77
	Female	26	23
	Total	113	100
Age	20-29	44	39
	30-39	20	18
	40-49	27	24
	50-59	13	12
	60 and above	9	8
	Total	113	100
Level of Education	Certificate	0	0
	Diploma	22	19
	Degree	71	63
	Masters	20	18
	Total	113	100
Type of Employment	Permanent	100	89
	Contract	6	5
	Probation	7	6
	Total	113	100
Years of Service	1-2	16	21
	3-4	91	65
	5-6	6	5
	7-8	4	4
	9 and above	6	5
	Total	113	100

The results in Table 4 indicate that most respondents (77%) were male, while women were only 23%. This indicates that the males are the ones mostly employed in the selected public sectors in Mogadishu, Somalia. This gender inequality could be due to the inferiority complex of women in that the majority does not go in for higher studies in colleges and other institutions of higher learning which would make them qualify for the available positions in the public sector.

Regarding age, most respondents belong to the age group of 20 - 29 years (39%); they were followed by those in the age category of 30-39 (18%), and 40-49 (24%) respectively. This implied that most managers in selected public sectors in Mogadishu were young adults. Also, the bigger percentage of those between 40 years and above was attributed to the level of experience they imply that public sectors need such adults to effectively deliver their services and are expected to have acquired enough experience both in the field of education and service delivery. Results further show that there were few managers in the age bracket of 60 and above, this is because the retirement age in public sectors in Somalia is below 60 years. A bigger percentage of young adults in the public sector was attributed to the fact that most adults (60years and above) after that age are expected to have accumulated enough money and invested in businesses thereby leaving public service to the young adults who have just completed their colleges and are still energetic to pursue their duties with fresh ideas.

Concerning level of education, results indicated that the majority (63%) were degree holders, Masters Holders were (18%), and (19%) were diploma holders. These results tally with the finding on the age category in that most degree holders are young adult employees who have just finished their higher (university) education and the same results showed that a significant number of respondents were master holders hence public sectors in Mogadishu Somalia accounts for a reasonable level of professionalism in because there were no certificate holders from the sample according to table 4.

As for employment status, most respondents in selected public sectors were employed permanently as submitted by (89%) of them, 5% were employed on probation and only 6% were employed on a contract basis staff. This is true because of the strategic nature of goals set in public sectors and the ministry of Public Service in Somalia at large cannot allow public institutions to employ workers on a contract basis.

Results also indicated that the majority (56%) of the employees had served in selected public sectors for a period of 3-4 years, 21% had worked for 1-2 years, followed by those who had worked for 5-6 years and 9 years and above (49%) had served for a period of between 7-8 years. These results indicate that there is Human Resource instability in public sectors of Mogadishu district as manifested by a relatively low percentage of respondents who had served for over nine years. It was also based on the political

instabilities within Somalia as most manpower flees to other countries for their safety.

Level of Human Resource Skills in Selected Public Sectors in Mogadishu Somalia.

The independent variable in this study was Human Resource Skills within selected public sectors in Mogadishu, Somalia and it was set to determine the level of human resource skills, for which the study intended to find out how satisfactorily these skills are and the level which they stand

when compared with other human resource variables in the organization. Human resource skills were broken into ten items which were measured using qualitative questions in the questionnaire, with each question having a four-point answer range, where 1= strongly disagree; 2 = disagree; 3=agree; and 4 = strongly agree. Respondents were required to rate how satisfactory each item was by showing the extent to which they agreed with each. In doing this each respondent was directed to tick a number corresponding to his or her own best opinion, perception, and thinking. Their responses were analyzed using SPSS and summarized using means, as indicated in Table 5;

Table 5: Level of Human Resource Skills in Selected Public Sectors in Mogadishu Somalia.

Item	Mean	Interpretation	Rank
Conceptual skills			
Managers allocate tasks to individuals according to their efforts and area of profession	4.00	Very High	1
The ability of employees in the organization to perform the work or task depends on the technical skills they have	3.01	Moderate	2
Employees in our organization understand and respect individuals' socio-cultural and religious beliefs and values	2.96	Moderate	3
Managers supervise project leaders' roles for productivity	2.03	Low	4
Managers help team members explore their abilities to increase the team's success in pursuing organizational activities	1.86	Low	5
Managers provide a feeling that the organizational team exists and works as a team	1.70	Very low	6
Managers delegate responsibilities to team members for efficiency and timely service delivery	2.34	Moderate	7
Team members are provided with the opportunity to demonstrate their creativity in solving organizational problems	2.66	Moderate	8
Average mean	2.57	Moderate	
Human relation skills			
The organization ensures that goals are realistic and attainable by the organization's team	1.68	Very low	1
Effective communication is paramount in our organization	1.53	Very low	2
The organization offers staff development to suit the organizational requirements	1.49	Very low	3
Management gives accountability for funds allocated transparently	1.42	Very low	4
Organization gives motivation to staff to support efficiency and commitment	1.70		5
Managers give clear instructions on any organizational activities to be done and when and how they should be performed	2.34		6
Management lays strategies on the performance of an activity and how it should be measured.	2.66		7
Average mean	1.83	Low	
Interpersonal skills			
Employees understand and are able to be understood by others	2.00	Low	1
Managers give rapid feedback for improvement	3.15	Moderate	2
Managers provide emotional support to subordinates to avoid occupational stress	1.45	Very low	3
Managers produce action for change whenever the need arises	2.64	Moderate	4
	2.31	Low	
Overall mean	2.24	Low	

Key Rating Scale

Answer Range	Response mode	Interpretation
1.00-1.75	strongly disagree	Very low
1.76-2.50	Disagree	Low
2.51-3.25	Agree	Moderate
3.26-4.00	strongly agree	High

Table 5 indicates that the conceptual skills of the human resource are moderate by an average mean of 2.57. Respondents agreed that managers allocate tasks to individuals according to their efforts and area of profession (mean 4.00), implying that the ability of employees in the organization performing the work or task depends on the technical skills they have which links them to perform tasks delegated by their superiors (mean 3.01). Responses showed that this level of human resource skills caused management to introduce some sort of employee involvement program. Respondents agreed with some doubt that managers help team members explore their abilities to increase the team's success (2.04) and that team members are not provided with the opportunity to demonstrate their creativity in solving organizational problems (mean 2.66). On the other hand, responses on the item stated that managers help team members explore their abilities to increase the team's success in pursuing organizational activities (mean 1.86).

Similarly, the study designed items under human relations skills and responses showed that public organizations ensure that goals are realistic and attainable by the organization team (mean 1.68), the analysis showed that the human resource relations in public organizations are very poor as a score by the average mean of 1.83, constructs scored low mean score; effective communication is paramount in our organization (mean =1.53), the organization offers staff development to suit the organizational requirements (mean=1.49), management gives accountability for funds allocated transparently (mean 1.42) and that managers gives clear instructions on any organizational activities to be done and when and how they should be performed. The results imply that public sectors in Mogadishu have frequently been optimistic about what can be achieved without the necessary human resource skills, human or financial, to make it happen.

The commitment of senior policy makers to the human resource agenda is vital otherwise it will not be taken seriously. However, it was revealed that the capability of subordinates to perform the task depends on the human skills they have been rated low. while the rest of the items were rated very low; The organization's demand and supply for new employees are planned and forecasted by the managers once a year, some workers in your organization have no enough knowledge and skills to operate, they should be trained and developed to fit the gaps of knowledge of them, During the daily work, the managers and supervisors of public organizations control the employees very strict to perform the duties that are required for them.

To get an overview of how respondents rated the efficiency of human resource skills in selected public organizations,

their mean values were at a very low level as seen in the above table (table 3), and equivalent to disagree on the answer range. In the same way, responses revealed a low level of interpersonal skills among the employees (Mean =2.31). Results indicate that the management of human resources within the Public Service is a cornerstone for the overall success of implementing government priorities. The issues of limited or lack of service delivery can be traced back to the lack of capacity or requisite skills within the departments responsible for service delivery.

Many people are employed by the different Public Sector institutions in Mogadishu Somalia and to manage these huge numbers of employees the Public Service needs to have streamlined and standardized policies as well as sound policies, systems, and processes. These policies outline the criteria and guidelines that determine how the Public Service recruits, selects, trains, disciplines, promotes, and remunerates its employees although there has been significant progress in the legislative framework and development of policies, implementation remains a challenge.

DISCUSSION.

Level of human resource skills in selected public organizations.

The level of Human resource skills in public sectors in Mogadishu Somalia is low indicating a space for improvement if they are to be perceived as satisfactory by the required standards in the public sectors. The issues of limited or lack of service delivery were traced back to the lack of capacity or requisite skills within the departments responsible for service delivery.

Many people are employed by the different Public Sector institutions in Mogadishu Somalia and to manage these huge numbers of employees the Public Service needs to have streamlined and standardized policies as well as sound systems and processes. These policies outline the criteria and guidelines that determine how the Public Service recruits, selects, trains, disciplines, promotes, and remunerates its employees although there has been significant progress in the legislative framework and development of policies, implementation remains a challenge.

This correlates with the citations of Neuman & Wright, (1999) that organizations need to employ and motivate a wide variety of "specialist" employees who provide flexibility by allowing the organization to reconfigure skill profiles to meet changing needs. Thus, a wide range of

employee skills contributes to flexibility, productivity, and commitment that consequently lead to effective organizational performance.

CONCLUSIONS.

The study gives the conclusion to the study findings about the study objectives and tests the null hypothesis.

The first objective was set to evaluate the level of human resource skills in the selected public sectors in Mogadishu Somalia.

It was found that human resource skills in public sectors are low. The main attributes of this level are imbedded and related to the theory which attributed the arguments of previous scholars (Wright & Snell, 1998)., HR skills are a potential dynamic capability of public sectors, providing a theoretical link between the dynamic capability, performance, and strategic management control, Scholars have discussed HR skills as an overall capability of the organization to manage and control its resources in all dimensions.

RECOMMENDATIONS.

Based on the findings and conclusions made in this chapter, the study therefore suggests the following recommendations;

It is also suggested that organizations' investment in human resources should not be focused on trying to forecast what employee skills they will need to accommodate future strategic, technological, and marketing changes. Rather, they should focus on having sufficient variety in their skills so that they have an increased chance of adapting to change that cannot be foreseen, hence new management to reform the system.

Managers should also invest in promoting and developing human resource skills since their performance returns are likely to be more apparent by showing a link between skills and management control systems.

ACKNOWLEDGEMENT.

First and foremost, I wish to thank Allah, who gave me tolerance, strength, and guidance during the preparation and completion of this research. I am grateful for all the help and encouragement of our University Kampala partnership with Hope University. I express my gratitude to respondents who helped me with valuable data and without it, this work would never have been completed.

I want to give a very special thanks to my supervisor who helped me during the critical periods of my research and guided me until the completion of this thesis. Then my parents who provided me with the greatest encouragement, finally, we would like to thank my close friends those who helped me and provided me with the greatest encouragement.

Thanks to you all.

ABBREVIATIONS AND ACRONYMS.

HRM:	Human Resource Management
HR:	Human Resource
PO:	Public Organization
PSM:	Public Service Motivation
HRM:	Human Resource Skills
MP:	Management Practice
MC:	Management Control
CS:	Civil servant
SD:	Service Delivery

SOURCE OF FUNDING.

The study was self-funded.

CONFLICT OF INTEREST.

The author declares no conflict of interest.

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