

HRM in the Digital Era: Exploring the Impact of Technology and Digital Transformation on HRM Practices and Strategies in Somalia

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Abstract

This research explores the impact of technology and digital transformation on human resource management (HRM) practices and strategies in Somalia. In the era of digitalization, organizations in Somalia are increasingly recognizing the need to embrace technology to effectively manage their workforce and stay competitive. The objective of this study is to investigate the adoption and utilization of digital technologies in HRM, understand the benefits and challenges faced by organizations in implementing digital HRM practices, and provide insights and recommendations for effectively leveraging technology for workforce management and organizational success. The research employs a mixed-methods approach, starting with a comprehensive literature review to examine existing studies, theories, and frameworks related to HRM in the digital era. This review highlights the utilization of HR information systems, recruitment platforms, performance management software, and learning management systems as key enablers of efficient and effective HRM processes. Additionally, qualitative interviews are conducted with HR professionals and managers from diverse organizations in Somalia to gain insights into the current adoption of technology, challenges faced, and opportunities realized in HRM practices. The findings reveal that technology and digital transformation have profoundly impacted HRM practices and strategies. The adoption of digital HRM practices offers several potential benefits, including streamlined HR processes, improved data management, enhanced employee engagement, and increased access to talent pools. However, challenges related to digital literacy, data privacy, and resource constraints need to be addressed for successful implementation. Cultural factors also play a role in influencing the adoption and acceptance of digital HRM practices in Somalia. Based on the research findings, it is recommended that organizations in Somalia invest in digital infrastructure, provide training and support for HR professionals, and foster a digital-first mindset across the workforce. Customization and sensitivity to the local cultural context are also crucial for successful implementation of digital HRM practices. By embracing technology and digital transformation in HRM, organizations in Somalia can enhance HRM efficiency, improve decision-making through data analytics, and ultimately contribute to overall organizational success. This research study provides valuable insights into the impact of technology and digital transformation on HRM practices and strategies in Somalia.

Keywords: Technology, Digital Transformation, HRM Practices, HRM Strategies, Somalia, Workforce, Organizational Success, Adoption, Training, Organizational Competitiveness.

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1. Introduction:

The digital era has revolutionized various aspects of organizations, including human resource management (HRM). This research aims to explore the impact of technology and digital transformation on HRM practices and strategies in Somalia. By examining the adoption and utilization of digital technologies in HRM, this study seeks to understand the implications for workforce management, talent acquisition, employee development, and overall organizational performance in the Somali context.

The digital era has brought about unprecedented technological advancements that have revolutionized various aspects of organizations, including human resource management (HRM). In today's rapidly evolving business landscape, organizations in Somalia are increasingly recognizing the need to embrace technology and digital transformation to stay competitive and effectively manage their workforce.

Traditionally, HRM encompassed a range of activities, including recruitment, training and development, performance management, employee engagement, and overall workforce management. With the advent of digital technologies, organizations now have access to a wide array of tools, platforms, and software that can automate and streamline these HRM processes, enabling greater efficiency and effectiveness.

The digitalization of HRM practices has resulted in the emergence of digital HRM, also known as e-HRM or HRIS (Human Resource Information Systems). These systems integrate technology into HR processes, facilitating data management, employee self-service, performance monitoring, and decision-making. The

adoption and utilization of digital technologies in HRM have the potential to significantly transform the way organizations manage their workforce in Somalia.

By leveraging technology and digital transformation in HRM, organizations in Somalia can enhance their talent acquisition strategies.

Online recruitment platforms and applicant tracking systems enable efficient sourcing, screening, and selection of candidates, thereby widening the talent pool and attracting a diverse range of qualified applicants.

Additionally, digital HRM enables the use of data analytics to identify talent trends, forecast workforce needs, and make informed decisions regarding talent acquisition and succession planning.

Moreover, digital HRM practices offer organizations in Somalia opportunities to enhance employee development and engagement. Learning management systems (LMS) provide accessible and flexible training programs, allowing employees to acquire new skills and knowledge at their own pace. Performance management software enables real-time feedback, goal tracking, and performance assessments, fostering a culture of continuous improvement and enhancing employee motivation and productivity.

However, the adoption and implementation of technology in HRM also pose challenges in the Somali context. Limited digital infrastructure, lack of digital literacy, and concerns related to data privacy and security may hinder the full realization of the benefits offered by digital HRM practices. Cultural factors and resistance to change may also influence the acceptance and adoption of technology in HRM.

This study aims to contribute to the understanding of the impact of technology and digital transformation on HRM practices and strategies in Somalia. By exploring the current state of digital HRM adoption, challenges faced, and opportunities realized, this study seeks to provide insights and recommendations for organizations in Somalia to effectively harness technology in managing their workforce and driving organizational success in the digital era.

The following research questions (RQs) have been developed based on the ideas above to investigate;

- i. What is the impact of technology and digital transformation on HRM practices and strategies in Somalia?
- ii. Investigate the adoption and utilization of digital technologies in HRM, understand the benefits and challenges faced by organizations in implementing digital HRM practices?
- iii. Provide insights and recommendations for effectively leveraging technology for workforce management and organizational success in the Somali context?

2. Literature review

2.1 Impact of technology and digital transformation on HRM practices and strategies in Somalia

The impact of technology and digital transformation on HRM practices and strategies has been a subject of growing interest in various organizational contexts. In the specific case of Somalia, where organizations are seeking to embrace digitalization to effectively manage their workforce, understanding the implications of technology adoption in HRM becomes crucial. This literature review aims to explore the existing studies, theories, and frameworks that shed light on the impact of technology and digital transformation on HRM practices and strategies in Somalia.

Digital HRM, also known as e-HRM or HRIS (Human Resource Information Systems), encompasses a range of technologies and digital tools employed in HRM processes. These include HR information systems, recruitment platforms, performance management software, learning management systems, and data analytics. These technologies offer opportunities for automation, streamlining processes, and enhancing decision-making in HRM.

The adoption of technology in HRM enables organizations in Somalia to streamline their HR processes or methods. HR information systems facilitate efficient data management, including employee records, attendance, and performance metrics. This streamlining of administrative tasks allows HR professionals to focus on strategic activities and value-added initiatives. Digital technologies offer significant benefits in the realm of talent acquisition. Online recruitment platforms and applicant tracking systems simplify and expedite the recruitment process. These tools enable efficient sourcing, screening, and selection of candidates, leading to increased access to talent pools and more effective talent acquisition strategies in Somalia.

Technology-enabled performance management systems provide real-time feedback, goal tracking, and performance assessments. These systems enhance communication between managers and employees, facilitate ongoing performance discussions, and encourage employee development. Digital tools also enable employee self-service, empowering individuals to access and update their own performance data and engage more actively in their professional growth.

Learning management systems (LMS) are instrumental in fostering employee development and continuous learning. Organizations in Somalia can leverage these platforms to deliver online training programs, webinars, and e-learning courses. LMS allows employees to access learning materials at their own pace and convenience, enhancing their skills and knowledge in a flexible manner.

Digital HRM practices enable organizations in Somalia to harness the power of data analytics for informed decision-making. By collecting and analyzing HR-related data, such as employee performance metrics, turnover rates, and training effectiveness, organizations can gain valuable insights that inform strategic HRM decisions.

Data-driven decision-making contributes to improved organizational performance and helps align HRM strategies with broader organizational goals.

While the adoption of technology and digital transformation offers numerous benefits, organizations in Somalia also face challenges in implementing digital HRM practices. These challenges may include limited digital infrastructure, lack of digital literacy among employees, data privacy concerns, and resource constraints. Furthermore, the cultural context of Somalia may influence the acceptance and adoption of digital HRM practices, necessitating customization and sensitivity to local needs and preferences.

In conclusion, the literature review reveals that technology and digital transformation have a significant impact on HRM practices and strategies in Somalia. The adoption of digital HRM practices allows organizations to process methods, enhance talent acquisition, improve performance management, facilitate employee development, and leverage data analytics for informed decision-making. However, challenges related to digital infrastructure, digital literacy, data privacy, resource constraints, and cultural factors need to be addressed to ensure successful implementation of digital HRM practices in the Somali context.

2.2 Adoption and utilization of digital technologies in HRM, understand the benefits and challenges faced by organizations in implementing digital HRM practices

The adoption and utilization of digital technologies in human resource management (HRM) have become imperative for organizations seeking to upgrade their HR practices and strategies. This literature review aims to explore the existing studies, theories, and frameworks that shed light on the adoption and utilization of digital technologies in HRM and the associated benefits and challenges faced by organizations.

The adoption of digital technologies in HRM involves the integration of technology into various HR processes, such as recruitment, performance management, training and development, and data management. Organizations are increasingly embracing digital HRM practices, driven by the need for increased efficiency, improved decision-making, and enhanced employee experiences.

2.3 Benefits of Digital HRM Practices:

Digital HRM practices streamline administrative tasks, such as data entry, record keeping, and HR documentation. This automation reduces manual effort, minimizes errors, and frees up HR professionals to focus on strategic initiatives. The utilization of digital technologies in recruitment processes allows organizations to access a broader pool of talent. Online job portals, social media platforms, and applicant tracking systems enable efficient sourcing, screening, and selection of candidates. Digital HRM practices enable organizations to identify and attract top talent quickly and effectively.

Digital HRM tools, such as performance management software, enable real-time feedback, goal tracking, and performance assessments. These technologies facilitate ongoing performance discussions, foster employee engagement, and promote a culture of continuous improvement. Digital HRM practices offer personalized learning and development opportunities through learning management systems (LMS). Employees can access online training modules, webinars, and e-learning courses tailored to their individual needs. This flexibility enhances employee engagement, skills development, and knowledge sharing.

The utilization of digital technologies in HRM allows organizations to collect and analyze vast amounts of HR data. By leveraging data analytics tools, organizations can gain insights into employee performance, turnover rates, training effectiveness, and workforce trends. Data-driven decision-making enables organizations to make informed strategic HRM decisions.

2.4 Challenges in Implementing Digital HRM Practices:

Implementing digital HRM practices often requires a significant cultural shift within organizations. Resistance to change, fear of technology, and lack of digital literacy among employees can pose challenges during the implementation phase. The utilization of digital technologies in HRM raises concerns about data privacy and security. Organizations must ensure compliance with data protection regulations and establish robust security measures to protect employee data.

Organizations with limited resources may face challenges in terms of investing in digital infrastructure, acquiring appropriate technologies, and providing training and support for HR professionals and employees. Integrating digital HRM tools with existing systems and platforms can be complex. Ensuring compatibility and seamless integration of various software and platforms is essential for a smooth transition and effective utilization of digital HRM technologies.

The cultural context of organizations plays a significant role in the adoption and implementation of digital HRM practices. Factors such as organizational culture, attitudes towards technology, and management support

influence the success of digital HRM initiatives.

In conclusion, the literature review highlights the benefits and challenges associated with the adoption and utilization of digital technologies in HRM practices. Digital HRM practices streamline processes, improve talent acquisition, enhance performance management, enable personalized learning and development, and facilitate data-driven decision-making. However, challenges related to change management, data privacy, resource constraints, integration, and cultural context need to be addressed for successful implementation of digital HRM practices in organizations.

2.5 Insights and recommendations for effectively leveraging technology for workforce management and organizational success in the Somali context

Based on the exploration of the impact of technology and digital transformation on HRM practices and strategies in Somalia, the following insights and recommendations can be drawn to effectively leverage technology for workforce management and organizational success in the Somali context:

Organizations in Somalia should prioritize investing in robust digital infrastructure to support the adoption and utilization of digital HRM practices. This includes reliable internet connectivity, hardware devices, and secure data storage systems. Adequate resources should be allocated to ensure smooth functioning and accessibility of digital HRM tools and platforms.

To overcome the challenges associated with digital HRM adoption, organizations should focus on promoting digital literacy among employees. Training programs and workshops can be organized to boost employees' digital skills and familiarize them with HRM tools and platforms. This will empower employees to effectively utilize digital HRM technologies and maximize their benefits.

Taking into account the unique cultural context of Somalia, organizations should customize digital HRM practices to align with local values and preferences. Recognize and respect cultural norms, communication styles, and hierarchical structures when implementing digital HRM initiatives. Customization ensures better acceptance and integration of technology within the organization.

Organizations must prioritize data privacy and security in the implementation of digital HRM practices. This includes complying with data protection regulations, implementing strict access controls, and regularly monitoring and auditing data handling processes. Clear communication regarding data privacy policies should be established to build trust and confidence among employees.

Organizations should cultivate a digital-first mindset among employees, encouraging them to embrace technology as an integral part of their work processes. HR professionals should lead by example and champion the use of digital HRM tools to inspire employee adoption and promote a culture of continuous learning and improvement.

To fully harness the benefits of digital HRM, organizations should ensure seamless integration of various HRM systems and platforms. This integration allows for efficient data sharing, eliminates duplication of efforts, and enables a holistic view of employee information. Collaboration between HR, IT, and other relevant departments is crucial to achieving a well-integrated HRM ecosystem.

Organizations should leverage the power of data analytics to make informed HRM decisions. By analyzing HR data, organizations can identify trends, anticipate future talent needs, and design targeted HR strategies. Implementing data analytics tools and building analytical capabilities within the HR team will enhance the organization's ability to drive evidence-based decision-making.

The digital landscape is constantly evolving, and organizations in Somalia should continuously evaluate and update their HRM practices to stay relevant. Keep abreast of emerging technologies, trends, and best practices in digital HRM. Regularly assess the effectiveness and impact of digital HRM initiatives, seeking feedback from employees and stakeholders, and make necessary adjustments to ensure continuous improvement.

In conclusion, effectively leveraging technology for workforce management and organizational success in the Somali context requires strategic planning, customization, and a commitment to digital transformation. By investing in digital infrastructure, promoting digital literacy, addressing data privacy concerns, fostering a digital-first mindset, and leveraging data analytics, organizations in Somalia can optimize their HRM practices and drive organizational success in the digital era.

3. Methods:

3.1 Research Design:

This research employed a mixed-methods research design, combining qualitative and quantitative approaches. The qualitative component involved interviews with HR professionals and managers, while the quantitative component includes surveys distributed to a larger sample of organizations. This mixed-methods approach allows for a comprehensive understanding of the impact of technology and digital transformation on HRM practices and strategies in Somalia.

3.2 Sampling:

Sample Size:

To calculate the sample size with a population size of 300 and an expected proportion of 0.2, we assumed a 95% confidence level ($\alpha = 0.05$) and a margin of error of 5% ($E = 0.05$).

Using the formula:

$$n = (Z^2 * P * (1-P)) / E^2$$

where:

Z = Z-score corresponding to the desired confidence level

P = expected proportion

E = margin of error

Plugging in the values:

Z = 1.96 (corresponding to a 95% confidence level)

P = 0.2 (expected proportion)

E = 0.05 (margin of error)

$$n = (1.96^2 * 0.2 * (1-0.2)) / 0.05^2$$

$$n = (3.8416 * 0.16) / 0.0025$$

$$n = 0.614656 / 0.0025$$

$$n \approx 245.86$$

Rounding up to the nearest whole number, the required sample size was approximately 246.

Therefore, for a population size of 300 and an expected proportion of 0.2, with a 95% confidence level and a margin of error of 5%, the recommended sample size was approximately 246.

Qualitative Interviews: The sample for qualitative interviews was selected through purposive sampling. 46 respondents and these included HR professionals and IT managers from diverse industries and organizational sizes in Somalia were identified and invited to participate in the study. The sample size was determined based on the principle of data saturation, where new insights and themes cease to emerge.

Quantitative Surveys: The sample for quantitative surveys was determined using a combination of convenience sampling and stratified sampling. The survey was distributed to 200 employees, ensuring representation from different sectors and organizational sizes. The sample size was determined based on statistical considerations to achieve a sufficient level of confidence in the results.

3.3 Data Collection:

Qualitative Interviews: Semi-structured interviews were conducted with HR professionals and managers. The interviews were designed to explore their experiences, perspectives, and insights regarding the impact of technology on HRM practices and strategies.

Quantitative Surveys: A structured questionnaire was developed to collect quantitative data on the adoption and utilization of digital technologies in HRM. The survey was administered online using a reliable survey platform. Participants were provided with clear instructions, and efforts were made to maximize the response rate through reminders and follow-ups.

3.4 Data Analysis:

Qualitative Analysis: The qualitative data from interviews was analyzed using thematic analysis. The transcribed interviews were coded, and themes and patterns are identified. The analysis involves organizing the data into meaningful categories, examining relationships between themes, and interpreting the findings. Quotations and examples were used to support the interpretation of the data.

Quantitative Analysis: The quantitative data from surveys was analyzed using statistical software. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, was calculated to summarize the data. Inferential statistics, such as correlations and regression analysis, were used to examine relationships between variables.

3.5 Data Integration:

The findings from the qualitative and quantitative analyses were integrated through a comparative analysis approach. The insights and themes derived from the qualitative interviews were compared and contrasted with the quantitative survey results to identify convergence or divergence of findings. This integration enhanced the overall understanding of the impact of technology and digital transformation on HRM practices and strategies in Somalia.

3.6 Ethical Considerations:

Ethical considerations were taken into account throughout the research process. Informed consent was obtained from participants before interviews and surveys. Confidentiality and anonymity was maintained in data

collection, analysis, and reporting. Participants were assured of their right to withdraw from the study at any time. The research adhered to ethical guidelines and regulations regarding data protection and privacy.

3.7 Results:

The results and findings of the research on the impact of technology and digital transformation on HRM practices and strategies in Somalia revealed valuable insights into the adoption, utilization, benefits, and challenges associated with digital HRM practices.

	HRM Practice/Strategy	Frequency	Percentage
What digital HRM practices or technologies have you implemented in your organization in Somalia?	Online recruitment	21	10.5
	Employee self-service	18	9
	Performance management	27	13.5
	Learning management	38	19
	Data analytics	11	5.5
	Employee engagement	19	9.5
	Talent acquisition	32	16
	Succession planning	8	4
	Workforce planning	20	10
	Training and development	6	3
	Total	200	100
How has the adoption of digital HRM practices impacted your organization's recruitment process in Somalia?	Improved access to a wider pool of candidates	45	22.5
	Streamlined application and selection processes	41	20.5
	Faster response times and reduced time-to-fill vacancies	29	14.5
	Enhanced candidate experience and engagement	35	17.5
	Increased efficiency in screening and shortlisting candidates	50	25
	Total	200	100
How has the implementation of digital learning management systems influenced employee training and development in your organization in Somalia?	Increased accessibility to training materials and resources	39	19.5
	Personalized learning experiences and self-paced training	41	20.5
	Improved tracking of employee progress and completion	34	17
	Enhanced knowledge retention and application	45	22.5
	Greater flexibility in delivering training programs	41	20.5
	Total	200	100
What benefits have you observed from utilizing digital performance management systems in Somalia?	Real-time performance tracking and feedback	51	25.5
	Improved goal alignment and performance transparency	25	12.5
	Enhanced employee engagement and motivation	28	14
	Facilitated continuous performance improvement	36	18
	Simplified performance appraisal processes	60	30
	Total	200	100
What challenges have you encountered in implementing digital HRM practices in Somalia?	Limited financial resources for technology investment	43	21.5
	Lack of digital skills and readiness among employees	53	26.5
	Resistance to change and adoption of new technologies	13	6.5
	Data privacy and security concerns	39	19.5
	Infrastructure limitations and connectivity issues	52	26
	Total	200	100
How does your organization perceive the role of technology in enhancing workforce management and organizational success in Somalia?	Technology is seen as a key enabler for improving HR processes and achieving organizational goals	36	18
	Technology is considered important but not fully utilized or leveraged	78	39
	Technology is not seen as a significant factor in workforce management and organizational success	86	43
	Total	200	100

	HRM Practice/Strategy	Frequency	Percentage
What are the current workforce management challenges faced by your organization in Somalia?	Limited efficiency in HR processes and administrative tasks	32	16
	Difficulty in accessing accurate and timely workforce data	46	23
	Inefficient talent acquisition and retention practices	42	21
	Lack of effective performance management systems	38	19
	Insufficient training and development opportunities	42	21
	Total	200	100
How aware is your organization of the specific benefits that technology can bring to workforce management in Somalia?	Highly aware and actively exploring technology solutions	70	35
	Moderately aware but not fully utilizing available technology	78	39
	Limited awareness of the benefits technology can offer	52	26
	Total	200	100
Have you conducted an assessment of your organization's readiness for implementing HR technology solutions in Somalia?	Yes, we have thoroughly assessed our technological infrastructure and digital literacy levels	48	24
	Partially, we have conducted some assessment but not a comprehensive one	66	33
	No, we have not conducted any assessment yet	86	43
	Total	200	100
What specific HR main points do you believe technology can address within your organization in Somalia?	Recruitment and talent acquisition processes	33	16.5
	Performance management and appraisal systems	61	30.5
	Employee engagement and communication	45	22.5
	Training and development programs	34	17
	Data management and analytics	27	13.5
	Total	200	100
How does your organization customize HR technology solutions to align with the local context and requirements in Somalia?	We customize technology solutions based on the unique cultural, social, and economic factors in Somalia	58	29
	We consider some aspects of customization but not fully aligned with the local context	64	32
	We have not focused on customization and primarily adopt standardized technology solutions	78	39
	Total	200	100
What measures does your organization take to ensure data privacy and security when implementing HR technology in Somalia?	We have implemented robust data protection measures and comply with relevant data privacy regulations	56	28
	We have some data privacy and security measures in place but may need further enhancements	89	44.5
	Data privacy and security have not been given significant attention in our HR technology implementation	55	27.5
	Total	200	100

The table provided represents the responses to a questionnaire on various aspects of digital HRM practices and technologies in Somalia. The study findings revealed that the respondents were asked about the digital HRM practices or technologies implemented in their organizations in Somalia. The most frequently implemented practices were learning management (19%), talent acquisition (16%), and performance management (13.5%). This indicates that organizations in Somalia are adopting digital technologies to upgrade training, recruitment, and performance management processes.

Respondents were asked how the adoption of digital HRM practices impacted their organization's recruitment process. The results show that the most significant impacts reported were increased efficiency in screening and shortlisting candidates (25%) and improved access to a wider pool of candidates (22.5%). Streamlined application and selection processes (20.5%), enhanced candidate experience and engagement (17.5%), and faster response times (14.5%) were also recognized as positive outcomes.

The respondents were questioned about the influence of digital learning management systems on employee training and development in their organizations. The findings reveal that the implementation of these systems has led to increased accessibility to training materials and resources (19.5%), personalized learning experiences

and self-paced training (20.5%), and improved tracking of employee progress and completion (17%). Moreover, it has also contributed to upgraded knowledge retention and application (22.5%) and greater flexibility in delivering training programs (20.5%).

The respondents were asked about the benefits observed from utilizing digital performance management systems. The majority of respondents reported benefits such as simplified performance appraisal processes (30%), real-time performance tracking and feedback (25.5%), and facilitated continuous performance improvement (18%). Improved goal alignment and performance transparency (12.5%) and enhanced employee engagement and motivation (14%) were also recognized as positive outcomes.

Respondents identified several challenges faced in implementing digital HRM practices in Somalia. The most common challenges reported were the lack of digital skills and readiness among employees (26.5%) and infrastructure limitations and connectivity issues (26%). Other challenges included limited financial resources for technology investment (21.5%), data privacy and security concerns (19.5%), and resistance to change and adoption of new technologies (6.5%).

The respondents were asked about their organization's perception of the role of technology in enhancing workforce management and organizational success in Somalia. The results indicate that 39% of the respondents considered technology important but not fully utilized or leveraged. 18% believed technology to be a key enabler for improving HR processes and achieving organizational goals, while 43% did not see technology as a significant factor in workforce management and organizational success.

The respondents were questioned about the current workforce management challenges faced by their organizations in Somalia. The top challenges reported were difficulty in accessing accurate and timely workforce data (23%), inefficient talent acquisition and retention practices (21%), and insufficient training and development opportunities (21%). Limited efficiency in HR processes and administrative tasks (16%) and lack of effective performance management systems (19%) were also identified as challenges.

Respondents were asked about their organization's awareness of the specific benefits that technology can bring to workforce management in Somalia. The data shows that 35% of the respondents indicated being highly aware and actively exploring technology solutions. 39% reported being moderately aware but not fully utilizing available technology, while 26% stated limited awareness of the benefits technology can offer.

The respondents were asked if their organization had conducted an assessment of its readiness for implementing HR technology solutions in Somalia. The results show that 24% reported having thoroughly assessed their technological infrastructure and digital literacy levels. 33% indicated partial assessment, and 43% stated that no assessment had been conducted yet.

Respondents were questioned about the specific HR mainpoints they believed technology could address within their organizations in Somalia. The top mainpoints identified were performance management and appraisal systems (30.5%), employee engagement and communication (22.5%), and recruitment and talent acquisition processes (16.5%). Training and development programs (17%) and data management and analytics (13.5%) were also mentioned.

The respondents were asked how their organizations customize HR technology solutions to align with the local context and requirements in Somalia.

The data shows that 29% reported customizing technology solutions based on the unique cultural, social, and economic factors in Somalia. 32% considered some aspects of customization but were not fully aligned with the local context, while 39% stated that they have not focused on customization and primarily adopted standardized technology solutions.

Respondents were asked about the measures their organizations take to ensure data privacy and security when implementing HR technology in Somalia. The results show that 28% reported implementing robust data protection measures and complying with relevant data privacy regulations. 44.5% stated having some data privacy and security measures in place but may need further enhancements, while 27.5% mentioned that data privacy and security have not been given significant attention in their HR technology implementation.

Overall, the data indicates that organizations in Somalia are increasingly adopting digital HRM practices and technologies, which have shown positive impacts on recruitment processes, training and development, performance management, and employee engagement. However, challenges such as limited digital skills, infrastructure limitations, and data privacy concerns need to be addressed to fully leverage the potential of HR technology. Organizations also vary in their awareness and utilization of technology, with some recognizing its importance but not fully leveraging its benefits. Customization of technology solutions to align with the local context and ensuring data privacy and security are areas that require further attention.

Interview responses;

HR Professional Interview Response:

"Technology plays a crucial role in enhancing workforce management and organizational success in Somalia. We recognize that it can streamline HR processes, improve efficiency, and

enable us to make data-driven decisions. Our organization perceives technology as a key enabler for achieving our HR goals and driving overall organizational success." [KII, 2023]

IT Manager Interview Response:

"We have identified several workforce management challenges in Somalia, such as limited efficiency in HR processes and accessing timely workforce data. We believe that technology can address these challenges effectively. By implementing HR technology solutions, we can automate administrative tasks, centralize data management, and provide self-service options to employees, thereby improving our overall workforce management practices." [KII, 2023]

HR Professional Interview Response:

"We are highly aware of the benefits that technology can bring to workforce management in Somalia. It can significantly enhance our recruitment and talent acquisition processes by expanding our reach and enabling us to attract top talent. Additionally, technology can improve performance management, employee engagement, and training and development initiatives, fostering a culture of continuous learning and growth within our organization." [KII, 2023]

IT Manager Interview Response:

"We have conducted a comprehensive assessment of our organization's readiness for implementing HR technology solutions in Somalia. We evaluated our technological infrastructure, identified areas for improvement, and invested in upgrading our systems and networks. We also provided training to enhance the digital skills of our HR team and employees to ensure a smooth transition and adoption of new technology solutions." [KII, 2023]

HR Professional Interview Response:

"We believe technology can address specific HR mainpoints within our organization. For example, implementing an automated recruitment system can streamline our hiring process, reduce manual errors, and enhance candidate experience. Furthermore, adopting a digital performance management system can facilitate continuous feedback, goal alignment, and performance tracking, leading to improved employee productivity and engagement." [KII, 2023]

IT Manager Interview Response:

"In Somalia, we understand the importance of customizing HR technology solutions to align with the local context. We take into account cultural sensitivities, language preferences, and connectivity challenges while implementing technology solutions. Customization allows us to maximize the benefits of technology adoption and ensure that it meets the specific needs of our workforce and organization." [KII, 2023]

HR Professional Interview Response:

"We prioritize data privacy and security when implementing HR technology in Somalia. We have implemented robust measures to protect employee data and ensure compliance with relevant data privacy regulations. This includes encrypting sensitive information, implementing secure access controls, conducting regular security audits, and providing ongoing training to employees to raise awareness about data privacy best practices." [KII, 2023]

IT Manager Interview Response:

"We have implemented various data privacy and security measures to protect employee information. This includes implementing encryption protocols, using secure cloud storage, and regularly updating our security infrastructure. We also collaborate closely with the HR team to ensure that data privacy and security considerations are integrated into our HR technology solutions from the initial design phase." [KII, 2023]

4. Discussion:

The data reveals that organizations in Somalia have implemented a range of digital HRM practices and technologies. The most frequently implemented practices include learning management (19%), talent acquisition (16%), and performance management (13.5%). This indicates a growing recognition of the importance of digital technologies in enhancing training, recruitment, and performance management processes.

The adoption of digital HRM practices has positively impacted the recruitment process in Somalia. The respondents reported several benefits, including improved access to a wider pool of candidates (22.5%), streamlined application and selection processes (20.5%), faster response times (14.5%), enhanced candidate

experience and engagement (17.5%), and increased efficiency in screening and shortlisting candidates (25%). These outcomes signify that digital HRM practices have contributed to more effective and efficient recruitment processes.

The findings highlight the influence of digital learning management systems on employee training and development in organizations in Somalia. The respondents recognized the benefits of these systems, such as increased accessibility to training materials and resources (19.5%), personalized learning experiences and self-paced training (20.5%), improved tracking of employee progress and completion (17%), enhanced knowledge retention and application (22.5%), and greater flexibility in delivering training programs (20.5%). These benefits indicate that digital learning management systems have facilitated more accessible, personalized, and effective training and development opportunities.

The utilization of digital performance management systems in Somalia has yielded several benefits. The respondents identified real-time performance tracking and feedback (25.5%), simplified performance appraisal processes (30%), facilitated continuous performance improvement (18%), improved goal alignment and performance transparency (12.5%), and enhanced employee engagement and motivation (14%) as the main advantages. These findings suggest that digital performance management systems have contributed to more efficient and effective performance management processes.

The data highlights various challenges faced in implementing digital HRM practices in Somalia. The respondents reported limited financial resources for technology investment (21.5%), lack of digital skills and readiness among employees (26.5%), resistance to change and adoption of new technologies (6.5%), data privacy and security concerns (19.5%), and infrastructure limitations and connectivity issues (26%). These challenges indicate the need for addressing financial, skill-related, infrastructure, and security-related barriers to successful implementation of digital HRM practices.

The respondents' perceptions regarding the role of technology in enhancing workforce management and organizational success in Somalia varied. While 18% considered technology a key enabler for improving HR processes and achieving organizational goals, 39% acknowledged its importance but stated that it was not fully utilized or leveraged. Surprisingly, 43% of the respondents did not see technology as a significant factor in workforce management and organizational success. These findings suggest the need for raising awareness about the potential of technology in driving organizational success and addressing any barriers to its adoption.

The data indicates the current workforce management challenges faced by organizations in Somalia. These challenges include limited efficiency in HR processes and administrative tasks (16%), difficulty in accessing accurate and timely workforce data (23%), inefficient talent acquisition and retention practices (21%), lack of effective performance management systems (19%), and insufficient training and development opportunities (21%). These findings highlight areas that require attention and improvement in order to optimize workforce management practices.

The respondents' awareness of the specific benefits that technology can bring to workforce management in Somalia varied. While 35% reported being highly aware and actively exploring technology solutions, 39% indicated moderate awareness but not full utilization of available technology, and 26% expressed limited awareness of the benefits technology can offer. These findings suggest the importance of promoting a deeper understanding of technology's potential in enhancing workforce management and encouraging organizations to fully leverage available solutions.

The assessment of organizations' readiness for implementing HR technology solutions in Somalia revealed that 24% had thoroughly assessed their technological infrastructure and digital literacy levels, 33% had conducted partial assessments, and 43% had not conducted any assessment yet. These findings emphasize the significance of conducting comprehensive assessments to identify gaps and develop appropriate strategies for successful HR technology implementation.

The data indicates that organizations in Somalia employ varying approaches to customizing HR technology solutions. While 29% reported fully customizing technology solutions based on the unique cultural, social, and economic factors in Somalia, 32% acknowledged considering some aspects of customization but not being fully aligned with the local context. On the other hand, 39% stated that they had not focused on customization and primarily adopted standardized technology solutions. These findings highlight the need to align technology solutions with the local context to ensure their effectiveness and relevance.

The respondents' measures to ensure data privacy and security in HR technology implementation showed variation.

While 28% reported implementing robust data protection measures and complying with relevant data privacy regulations, 44.5% acknowledged having some data privacy and security measures in place but recognized the need for further enhancements. Surprisingly, 27.5% stated that data privacy and security had not been given significant attention in their HR technology implementation. These findings underscore the importance of prioritizing data privacy and security to safeguard sensitive employee information.

In summary, the findings provide valuable insights into the adoption, impact, challenges, and perceptions

related to digital HRM practices and technologies in organizations operating in Somalia. The data indicates a positive impact on recruitment, training and development, performance management, and employee engagement. However, challenges such as limited digital skills, infrastructure limitations, and data privacy concerns need to be addressed. Organizations vary in their awareness and utilization of technology, emphasizing the importance of promoting technology's potential and addressing barriers to adoption. Additionally, customization to local requirements and ensuring data privacy and security are crucial considerations for successful implementation. These findings can guide organizations in Somalia in optimizing their HRM practices and leveraging technology for improved workforce management and organizational success.

5. Conclusion:

Based on the findings presented in the data, several conclusions can be drawn regarding the implementation of digital HRM practices and technologies in organizations in Somalia:

Organizations in Somalia have recognized the importance of digital HRM practices and technologies. They have implemented various digital solutions such as online recruitment, employee self-service, performance management, learning management, and data analytics.

This demonstrates a growing inclination towards leveraging technology to enhance HR processes. The adoption of digital HRM practices has positively impacted the recruitment process in Somalia. It has improved access to a wider pool of candidates, streamlined application and selection processes, reduced time-to-fill vacancies, and enhanced candidate experience and engagement. These benefits signify the efficiency and effectiveness gained through digital recruitment strategies.

Digital learning management systems have revolutionized employee training and development in organizations. They have increased accessibility to training materials, enabled personalized and self-paced learning experiences, improved tracking of employee progress, enhanced knowledge retention and application, and provided flexibility in delivering training programs. These advancements highlight the significant role of technology in modernizing learning initiatives.

The utilization of digital performance management systems has yielded multiple benefits. Real-time performance tracking, simplified performance appraisal processes, continuous improvement facilitation, improved goal alignment and transparency, and enhanced employee engagement and motivation have been observed. These outcomes demonstrate the effectiveness of digital tools in managing and improving employee performance.

Despite the evident benefits, several challenges hinder the successful implementation of digital HRM practices in Somalia. These challenges include limited financial resources for technology investment, lack of digital skills among employees, resistance to change and technology adoption, data privacy and security concerns, and infrastructure limitations and connectivity issues. Overcoming these challenges will be crucial for organizations to fully leverage the potential of digital HRM practices.

There exists a perception and awareness gap among organizations in Somalia regarding the role of technology in enhancing workforce management and organizational success. While a significant portion recognizes technology as important, many have not fully utilized or leveraged its potential. This highlights the need for increased awareness and education about the benefits and opportunities that technology offers for effective HRM.

Customization of HR technology solutions to align with the local context and requirements is important for ensuring their effectiveness and relevance. Additionally, data privacy and security measures need to be given significant attention to protect sensitive employee information and comply with relevant regulations.

Regular assessments of technological infrastructure and digital literacy levels are essential for organizations to gauge their readiness for implementing HR technology solutions. A comprehensive assessment can identify gaps and enable organizations to develop appropriate strategies for successful implementation.

In conclusion, the findings indicate a positive trend towards adopting digital HRM practices and technologies in organizations in Somalia. These practices have had a beneficial impact on recruitment, training and development, performance management, and employee engagement. However, challenges related to skills, resources, resistance to change, and data security need to be addressed. Increasing awareness, customizing solutions, and conducting thorough assessments will be crucial for organizations to fully harness the potential of technology in optimizing workforce management and achieving organizational success in Somalia.

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