

**EMPLOYEE DEVELOPMENT AND RETENTION IN GOLIS TELECOM BOSASO,
SOMALIA**

BY

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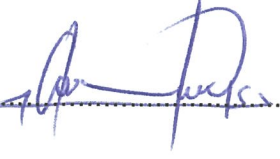


**A DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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DECLARATION

MOHAMUD ISSE JAMA, declare that this Dissertation is a result of my own independent research and has not been submitted to any institution of higher learning or any award where the work of others has been consulted and due acknowledgements been made.

Signature: 

Date: 09/11/2016

APPROVAL

This is to certify that the research under the topic Employee Development and Attention in Golis Telecom Bosaso Somalia has been under my supervision and is now ready for submission to the college of economics and management.

NAME OF SUPERVISOR.....*Dr. Oluwayo K. Osunsam*

SIGN

DATE: *9* / *11* / *2016*

DEDICATION

I dedicate this work to the almighty ALLAH who has brought me this far in my life and has never abandoned me nor forsaken me hence giving me a reason to never give up and always go on. I greatly give him thanks

I also dedicate this thesis to my family; specially my dear sister **Hawo Isse Jama**, my cousin **Idil Abdullahi Jama** and my bro **Said Isse Jama** for their encouragement and continuous financial, spiritual and moral support throughout my studies to ensure I am educated. They laid the foundation and set the goals.

Thank you very much and God bless you abundantly

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ABSTRACT

The study aimed at establishing the effect of employee development on employee retention in Golis Telecom Company Bosaso, Somalia with details in employee engagement, competency mapping and career development as the variables that measure employee retention. The objectives were: to establish the relationship between employee engagement on employee retention, to establish the relationship between competency mapping on retention and to establish the relationship between career development on employee retention. The hypothesis was; there is significant positive relationship between employee development on employee retention. A regression model encompassing all the variables was developed after carrying out diagnostics tests model fit and consistency. The results indicate that employee engagement has a positive relationship on employee retention. Furthermore, the results also indicate that both employee competency and employee career development have a positive relationship on employee retention. The overall model was significant on the basis of the F-statistic and the coefficient of determination that was reported by the data. On the other hand, the multiple regression analysis also reveals that all these independent variables combined together account for 64.9% of changes in employee retention as can be observed from the regression model summary. The study thus concluded that the combination of all the independent variables when regressed against employee retention also produces a p-value which is less than 0.05 and thus rendering the entire model statistically significant. It is thus recommended that future studies should carry out a comprehensive analysis to further establish the influence of the latter variables and to ascertain their influence on the overall rate of employee retention in various companies.

CHAPTER ONE

INTRODUCTION

0 Introduction

This chapter presents the background, problem statement, purpose, objectives, research questions, hypothesis, scope and significance of the study.

1 Background

This background was presented on four perspectives namely; historical, theoretical, conceptual and contextual perspectives.

1.1 Historical Perspective

Globalization has not only increased competition among organizations but has also created new window of opportunity for the workforce. In the view of Wheelock (2010) Hanief, et al, (2013), the economic situation of the world has increased the importance of talent management and retention. She further adds that intellectual capital is always an asset for any organization which they must invest in. People, intellectual capital and talent are ever more critical to organizational strategic success. Retaining talented employees is the priority of many organizations and it is the key differentiator of human capital management (Mohammed, 2015). It is one of the critical issues facing organizations today and the biggest challenge faced by HR in modern economy (Lathitha, 2012) because of shortage of skilled workers, economic growth and high employee turnover.

Globally, the demand for competent employees was high especially for key decision making workforce; therefore, organizations are exposed to a continuous competitive fight for the best and talented employees. Indeed, there was a paradigm shift from man resource to human capital which consists of knowledge, skills and capabilities of people employed in an organization which was indicative of their value (Armstrong, 2010).

Sweden country, a survey called the employee development Barometer conducted by Personlig & Ledarskap, Sveriges human resource Förening & Stardust Consulting in 2012 on a set of respondents comprised 40% human resource managers, 40% human resource professionals and 30% line managers, revealed that very few (6%) are pleased with their present employee development, and agree that more resources need to be placed on this in the future. Furthermore, only 24% answered that they have an employee development strategy which connects basic human resource processes such as recruitment, on-boarding and performance evaluation. Over half of the respondents agree that employee development is one of the most important issues today, while 81% think it will be a growing concern in the future. At the same time, only 33% believe that their organization has come to an agreement on what employee development is, and only 23% have a clear definition of "development" in their organization. This leads to the conclusion that even though companies are aware of employee development and value it, the first steps in adopting employee development have not been taken by very few companies, and furthermore, there are few companies that have a holistic point of view on employee development (Yllner, 2013).

Africa, Murungi (2012), in his study on staff retention strategies in Kenya, states that many state corporations in Kenya are faced with the challenge of staff retention caused by the movement of staff to organizations that are receptive to change. In Kenya, many organizations have not yet embraced the concept of employee development and thus face critical challenges in recruitment and retention of talented staff. Parastatals have been a subject of public reform for a long time but none of the reforms has addressed areas of employee development unlike most private organizations which have started recognizing the role of employee development on employee retention and are employing talent management strategies to recruit and develop young talented employees. The increasing customer expectations, corporate obligations and responsibilities necessitate a continuous review of the services being offered by the state corporations to meet changing user needs. This calls for the development of employee development programs in order to help in recruitment and retention of

lented staff that could play a significant role in improvement of the quality of public service delivery process.

Somalia, Business reports show that Somalia faces the challenge of shortage of talent. These challenges include hiring, retaining and motivating professional talent. For example, early retirement leads to shortage of staff as there are no qualified personnel to fill these positions (Abdullahi, 2014). He further revealed that Telecommunication companies as is the case in most African countries have been faced with a myriad of challenges which include low staff morale and motivation which has been one of the problems afflicting Somalis telecommunication companies leading to loss of qualified personnel.

1.2 Theoretical Perspective

This study was based on Adams Equity theory developed by Adams (1965). The theory posits that employees seek to maintain equity between the input that they bring into the job such as education, time, commitment, and effort and the outcome they receive. For instance, an individual's motivation level is determined by how he/she perceives equity, fairness and justice practiced by management (Nzure, 2007). The implication is that the higher the degree of employees perceiving fairness, the more they are motivated to perform and also their levels of commitment increases hence they are likely remaining there for long. Equity theory suggests that employees "perceptions of a working situation in terms of how fairly they are treated compared with others influence their level of motivation".

1.3 Conceptual Perspective

This study examined employee development as independent variable in terms of employee engagement, competency mapping, and career development. Employee development refers to steps taken within a company to encourage each employee's professional and personal growth. Employee development is the process of Encouraging employees to acquire new or advanced skills, knowledge, and viewpoints, by providing learning and training facilities, and avenues where such new ideas can be applied. Employee development is a set of integrated organizational human resource processes

designed to develop, attract, motivate, and retain productive and engaged employees. (Sculer et al., 2011).

According to the CIDP (2013) employee development is The systematic development, attraction, identification, engagement and retention of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future because they are fulfilling business/operation-critical roles. Employee development ensures that organizations have the right people with fit skills located at the right place access business strategy (Devine 2008, Ballesterous,2010; Mohammed,2015)

According to Walker, (2007) defined employee retention as the various policies and practices which let the employees stick to an organization for a longer period of time. Employees' retention is also the effort by an employer to keep desirable workers in order to meet business objectives.

According to Dan Van Bogaert (1983) Employee Retention is the process of developing new and current workers through various strategic methods, primarily training and performance management, to retain valued employees. Employee retention is an effort of an organization to maintain a working environment which supports current staff in retaining

1.4 Contextual Perspective

Major companies are today facing the challenge of retaining their talent in the global markets (Sculer et al., 2011; Scullion et al., 2010, Tarique & Schuler ,2010). The objective for organizations in this time of "war for talent" is to reduce turnover in favor of the retention of talented employees (McDonnell, 2010). The main purpose of retention is to prevent competent employees from leaving the organization as this could have adverse effects on productivity and service delivery (Ng'ethe , Iravo , & Musonge, 2012). Research indicates that companies doing best of managing their talent deliver better results (Ntonga, 2007).

Today, more value has been accorded to the human resources as they are regarded as the most important asset working within firms (Kahinde, 2014). Companies are also discovering that, not only is it becoming increasingly difficult to recruit top talent, but that they are running a constant risk of losing the ones they have to competitors. For many telecommunication organizations including Golis Telecom, the ability to hold on to highly talented core employees is crucial for their future survival Abdullaahi(2013).

In the recent years, organizations have developed a keen interest in the field of talent management with surveys showing that at least 75% of CEOs acknowledging that employee development is on top of their agendas (CIPD, 2013).

2 Problem statement

Retention of talented employees has become a greater challenge confronting human resource practitioners because talented candidates in the global job skills market have a surplus of choice. The increasing importance of talent management in the modern and competitive business world has initiated a need to focus on managing talent as an organization's competitive asset (Nyanjom, 2013). Talent shortage is being experienced by every organization regardless of the industry as a result of the fact that skills set by available workers may not match the more complex advanced skills required by business (Buhler,2008; Kagwiria,2014). Nana (2013), suggests that organizations should ensure that they are better positioned to meet the problems of talent shortage.

Telecommunication companies in Puntland state of Somalia have been affected by mass exodus of employees in search of organizations that are more receptive to change, better terms and working conditions (Abdullahi, 2015). According to the human resource department of Golis telecom, the company had lost 50 highly skilled and talented employees to the local and international competitors between the year 2011 and 2015.

In the employee development domain is not given much emphasis within the organization and this has lowered the level of employees' retention by 30% (Hajji 2015). He further revealed that talent management challenges lead to employee

cruitment and employees reward management problems in the organization. So this study is going to investigate the relationship between employee development and retention in Golis telecom Somalia so that to fill the missing literature gap in the region.

3 Purpose of study

The purpose of this study was to establish the effect of employee development on employee retention in Golis telecom, Bosaaso, Somalia.

4 Objectives of study

To establish the relationship between employee engagement and retention in Golis telecom Bosaaso Somalia.

To establish the relationship between competency mapping and retention in Golis telecom Bosaaso, Somalia.

To establish the relationship between career development and retention in Golis telecom Bosaaso, Somalia.

5 Research questions

What is the relationship between employee engagement and retention in Golis telecom Bosaaso, Somalia?

What is the relationship between competency mapping and retention in Golis telecom Bosaaso, Somalia?

What is the relationship between career development and retention in Golis Telecom Bosaaso, Somalia?

5 Research hypothesis

There is significant relationship between employee development and retention in Golis telecom Bosaaso, Somalia.

7 Scope of the study

7.1 Geographical Scope

This study was carried out from Bosaso, Puntland, Somalia. Bosaso is a city in the northeastern Bari province of Somalia. Located on the southern coast of the Gulf of Aden, it serves as the region's commercial capital and is a major seaport within the autonomous Puntland state. Formerly known as **Bandar Qasim**, Bosaso's population is estimated at 700,000 residents. It is the third largest city in the country after Mogadishu and Hargeisa.

7.2 Theoretical scope

This study was based on the Adams equity theory developed by Stacy Adams in 1969. The theory asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it.

7.2 Content Scope

This study was limited on employee development in terms of employee engagement, competency mapping, and career development, with employee retention in terms of intentions to leave or stay in the organization.

8 Significance of the study

The study findings will help the Institutions under study and others in formulating appropriate employee development policies that will help in retaining employees.

The study will guide the policy makers of telecommunication industries in how best to manage employees and improve understandings of employee development and how it leads to employee retention. The study can also be used for pro-active decision making on employee development and employee retention and also open up new opportunities for the retention of employees for other organizations that have not embraced employee development.

The study will be of great significance to human resource managers in the region since the obtained findings will shed more light on employee development benefits and thus

Help human resource managers to understand the strategic employee development practices that lead to realization of increased level of employee's retention.

The study will also be of assistance to academicians, scholars and other stakeholders as a platform for further research on role of employee development on employees' retention in Golis Telecom Bosaaso, Somalia. The study also aims at making contributions to knowledge on employee development and strategic use of employee development strategies to enhance staff retention.

CHAPTER TWO

LITERATURE REVIEW

0 INTRODUCTION

This chapter presents views of the related literature on the aspects of employee development and employee retention. It draws the theoretical and conceptual frameworks; reviews independent and dependent variables literature, related studies and research gaps.

1 THEORETICAL REVIEW

Adams Equity theory asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outputs of others. Adams (as cited by Ng'ethe *et al*, 2012) uses the equity theory to explain employee retention. The theory is founded on people's perception of fairness or equity which is usually subjective. The theory posits that employees seek to maintain equity between the input that they bring into the job such as education, time, commitment, and effort and the outcome they receive. For instance, an individual's motivation level is determined by how he/she perceives equity, fairness and justice practiced by management (Nzure, 2007). The implication is that the higher the degree of employees perceiving fairness, the more they are motivated to perform and also their levels of commitment increases hence they are likely remaining there for long. Equity theory suggests that employees "perceptions of a working situation in terms of how fairly they are treated compared with others influence their level of motivation".

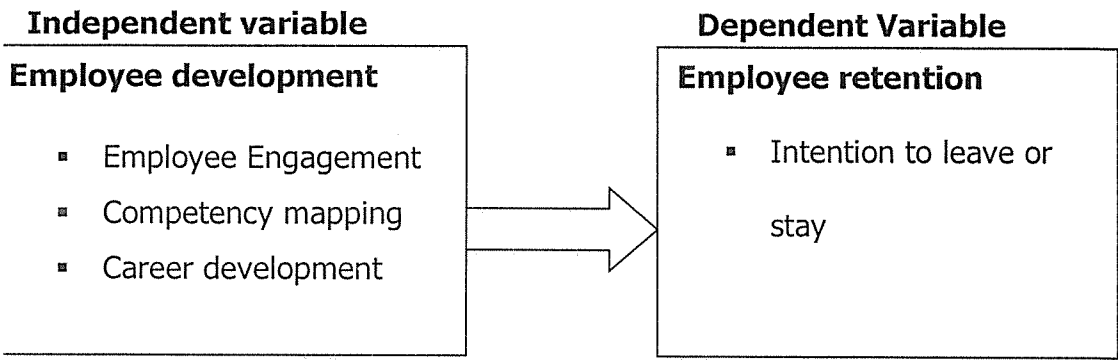
According to equity theory, employees make comparisons and determine their own work outcomes versus the effort or input required to achieve the outcomes and compare these with outcomes and efforts of other employees. If they recognize that their comparison is equal to what others receive for similar inputs, they will believe that

fair treatment is fair and equitable. Education, experience, effort, ability among others are the input factors to the job by the employees that can affect employee's retention. Outcomes that employees receive from a job are also the other factors of employee retention and include pay, benefits, promotions and rewards. A state of equity refers to the ratio of one person's outcomes to inputs being equal to the ratio of other outcomes to inputs.

Inequity takes place when the situation is reverse, which results into low employee retention; for example, when an employee with a high level of education or experience receives the same salary as a new, less educated employee, one may perceive it as inequity and is most likely to leave the organization. The implication of equity theory for the organizations is that to motivate employees to stay with the organization, it is necessary to ensure a state of equity in the work place by establishing mechanism to deal with perceived inequity situations otherwise, organizations may face high absenteeism and turnover. In the context of the current study, it was inferred that organizations could retain their employees by having employee development policies and strategies that employees perceive as fair and equitable.

2 CONCEPTUAL FRAMEWORK

is is a diagrammatic representation of variables. The framework shows the linkage of riables under their measurable units.



Source: Adopted from Alice (2013) and Modified by the researcher (2016).

g 1: Conceptual Framework

he figure above indicates researcher’s conceptualization of variables, their linkages d how each related to one another amidst other intervening factors. The independent riable presents employee development which the researcher views as employee gagement, competency mapping and career development. The study sought to derstand how these independent variables determine the level of employee retention ich was the dependent variable.

3 RELATED LITERATURE

3.1 Employee engagement and employee retention

well-functioning organization is the product of its healthy, committed and motivated ployees. Engagement takes place when employees are committed to their job. It volves loyalty, faith and pride in an organization, a willingness to advocate for his/her ganization as a personal responsibility. Employee engagement has been defined as otional and intellectual commitment to the organization (Baumruk, 2004; Richman, 06) or the amount of discretionary effort exhibited by employees in their job (Frank al, 2004). Staff engagement tends to lead to staff performance, reduces turnover d improves the wellbeing of employees (Grffith,2004; Robinson et al,.2004; Taris et ,2003; Wright & Cropanzano, 2000).

organizations that manage to create involving and creative environment will definitely maintain low employee turnover. Vern's (2007) asserts that creating an atmosphere that encourages participation from employee guarantees high levels of commitment, loyalty and dedication from employees to the firm. Employee engagement is critical to any organization that seeks to retain valued employees, telecommunication industry in Malaysia not being an exception. It is the key driver of organizational effectiveness as employees need to have a sense of belonging and share in the organization's vision and fulfill their roles in the organization (Kennedy & Dain, 2010).

Employee engagement is a key to the retention of talent and is emerging as a critical organization issue especially as businesses are recovering from trauma of global recession. It is a dominant source of competitive advantage and thus has been drawn to its reported ability to solve organizational challenges such as decreasing turnover rates and increasing productivity. This is supported by Kular, Soanne & Truss,(2008) that organizations with high levels of employee engagement reports positive organizational outcome. Employee engagement is viewed as an important construct because it has been linked to increased retention of top talent as an outcome of talent management processes (Bhatnagar, 2007).

Wernfel and Bakker (2004) found that engaged employees are likely to have greater attachment to their organizations and thus a lower tendency to leave the organization. The lack of employee engagement would weaken worker's long-term commitment to the organization making it even more difficult to attract, develop, align and retain highly talented employees (White, 2009). Employee engagement is therefore of vital significance to successful retention of talented people.

According to a research done by Towers and Safian (2012), there is a linkage between engagement and retention. The research was conducted among 50 multinational companies and over a period of 12 months, the companies with high level of

engagement outperformed the ones with low engagement level and these companies also experienced higher levels of retention. However, the study also states that even though engagement has an impact on retention that alone does not retain employees. This study concurs with the findings of the current study where employee engagement counts for only 36% as a predictor of employee retention, meaning that there are other factors that contribute to employee retention besides engagement.

In contrast, After 25 years of research, Gallup (2005) put forward that a high number of engaged employees will help an organization attract more talented people while disengaged employees will cost the organization such as lower productivity, higher absenteeism, recruitment and training costs (Ologbo, et al.2012). In their research, Ologbo & Safian on individual factors of employee engagement and concluded that employee engagement could be a strong factor for organizational performance and success as it has a significant potential to affect employee loyalty, productivity and retention (Ologbo & Sofian, 2012).

Employee engagement has also been cited by a number of researchers as having an effect in the relationship between its antecedents, job satisfaction, and intention to leave or stay in an organization. Becker, (2011), attests that lower retention, high absenteeism and poor productivity are attributed by weak employee engagement.

According to Hellevig (2012), employee engagement is about the means to achieve the organizations strategic goals by building the conditions for employees to thrive and each staff member to 'fully switched on in their best efforts in the best interest of the business' (Hellevig, 2012; Lindholm, 2013). Saks (2006) argues that the extent to which an increase in the motivating potential of a job is likely to correlate with a decrease in employee turnover would be determined by the extent which engagement is experienced by the employee. Organizations with higher engagement levels tend to have lower employee turnover, higher productivity, higher total stakeholder returns and better financial performance.

their research, on Individual Factors and Work Outcomes of Employee Engagement, Ogbo and Sofian (2012) state that individual factors of employee engagement are consistent with a lot of literature on the subject of employee engagement and that employee engagement could be a strong factor for organizational performance success and has a significant potential to affect employee retention. Perrin (2008), indicates that there is a linkage between engagement and retention. Perrin studied 50 multinational companies and found out that the companies with high employee engagement level outperformed the companies with lower level of engagement.

3.2 Competency mapping and employee retention

There has been much more thinking about business strategy over the past three decades, particularly regarding what competencies a business needs to have in order to compete in a specific environment. Organizations that possess inherent strengths that are core competencies are likely to have an edge over others (Sanghi, 2007). More often than not, competencies are an organization's most important resource because they are valuable, rare and difficult to imitate. Organizations can capitalize on this source; after identifying them (competency mapping), can make decisions about how to exploit them and also learn how to expand them.

Competency mapping is becoming an important HR tool today. Competency mapping is a process which identifies an individual's strengths and weaknesses in order to help them to better recognize themselves. It is a process through which one assesses and determines one's strengths as an individual worker and in some cases as part of an organization. It generally examines two areas: strengths of an individual in areas like team structure, leadership and decision making. It consists of breaking a given job or even role into constituent's tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge, attitudes, skills etc) needed to perform the same successfully.

study conducted by Alice Jkuat(2015) to find out the relationship between employee retention and competency mapping depicted that there is a significant positive relationship between employee retention and skills mapping ($\rho=0.336$, $p\text{-value}=0.00$). He concluded that an increase in skills mapping will lead to an increase in employee retention by 0.023.

According to Warier (2015) Organizations that have not been able to create a positive culture and environment fostering employee aspirations and work life balance, have struggled to retain their talented work force. Employee turnover results in up to 30% loss in productivity, increases acquisition costs by 20% to 50% in addition to significant loss of intellectual capital. The emerging industries especially in India witness an untenable turnover rate of over 20%. He further revealed that one essential strategy to counter employee turnover is to exponentially increase employee engagement while augmenting their intellectual development through effective Competency Mapping and Management (CMM) framework. It enables organization to then initiate competency based processes of hiring, performance management, training need analysis, employee development and engagement. Organizations need to identify and analyze their employees' internal capabilities with a specific focus on their competencies.

Ali et, al. (2011), studied employee development in the corporate sector of Islamabad, Pakistan and found out that competency mapping has a positive, significant influence on employee attitudinal outcomes and organizational effectiveness like employee work engagement, turnover avoidance and value addition. They concluded that organizations which are enthusiastic for gaining competitive advantage over their business rivals need to manage their employees in a vigilant and effective ways.

Competencies are the first building blocks to employee development. By identifying the critical competencies existing with high performing employees, the other employees can also be motivated with the same by conducting training and development programs. Hatoui (2007) identified the importance of competency based recruitment practices.

s argument states that attraction and selection of talent requires a flexible and well-designed competency based recruitment system as a starting step towards the management of talent in any organization. Competency based talent management is an important strategic approach of any organization as it has an impact the employers ability to attract talent, retain employees and ensure optimal level of performance in meeting the organization's strategic objectives competencies, organizations can make sure they are recruiting and managing talented people in the most strategic way, putting the right people in the right jobs with the abilities to perform at their maximum potential every day which in turn, increases the retention rate of an organization.

rah, (2009) has discussed the performance of companies and concludes that performance depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. There is a large diversity in the understanding of the term 'competency' and as a result, consensus on the definition of the term does not exist (Sanghi,2007). For this study, competencies will be looked at an underlying characteristic of an individual that is related to effective performance in a job. This is especially significant in this recessionary environment where human capital is one of the most important assets of an organization and needs to be retained. Competencies will also be looked at as the sets of behavior patterns that individual managers need to bring into a position in order to attract, select, engage, develop and retain talented employees in order to reach specific desirable business objectives of the organization. Core competencies are essential to competitive advantage building because advantages emanating from the product – price-performance - tradeoffs are almost short term. According to Verma (2007), competencies create an environment that fosters empowerment, accountability and performance evaluation which is consistent and sustainable. Competencies need constant updating because professional development is an ongoing process and employers expect more and broader competencies from their employees.

conclusion, unlike other resources, human being is the only asset that can appreciate with useful inputs. It is one such asset that adds value to itself with respect to time and therefore it is considered as a resource that can be cultivated by the manure of training and development. Competencies can provide the logic for designing an organization that will enable human resources to continually add value to its firm.

3.3 Career development and employee retention

Career development involves creating opportunities for promotion within an organization and providing opportunity for training and skill development that allows employees to improve their employability on the internal and the external labour market (Meyer & Smith, 2003). One of the key factors of the retention of skilled employees is the provision of training and development opportunities (Chitalu, 2011). Most organizations may use career management programmes to assist their employees to properly plan their careers because it is believed that, generally employees react positively to career development and advancement opportunities (Khan, 2010).

The study conducted by Karemu, *et al* (2014), on critical analysis of employee development on medical employees retention in public hospitals in Kenya indicated that employee development strategies impacts positively on the retention of doctors and nurses at Kenyatta National hospital in Kenya. The studied variables were career development, compensation and benefits attractiveness, nature of work climate and levels of training and development. The data obtained from the study indicated that talent management strategies impacted positively on the retention of doctors and nurses at Kenyatta National Hospital in Kenya. Availability of career development opportunities showed the highest significant relationship with retention ($\beta=0.614$, $p\text{-value}=0.019$). A unit increase in career development opportunities would lead to positive effects in retention of with the findings of the current study which shows career development playing the greatest role in employee retention and talent management.

Ok (2014) investigated factors affecting development of employees in state corporations in Kenya. The study used stratified random sampling to select 224 staff doctors and nurses in Kenyatta National hospital in Kenya. These findings concur of Kenya power and lighting company limited. The regression coefficients of the study indicated that recruitment and selection, developing and compensation have positive and statistically significant effect in employee development at Kenya power and lighting company in Kenya. The study found out that factors such as career development and workforce environment significantly affect implementation of employee development.

Podruff (1999), believes that an organization that wants to strengthen its relationship with its employees must invest in the development of its employees. He further argues that organizations will do a better retention job by spending more resources on training and development of employees. Employees who benefit from their organizations through training and educational facilities tend to be more committed and loyal to that organization. Moreover, educated and trained employees help in increased production and thus sustaining a competitive position for their organizations.

Igori and Agolla (2009), contend that lack of personal growth in organizations results in career plateau which in turn leads to increased employee intention to quit. Many employees find themselves in jobs that offer them limited mobility opportunities in terms of upward movement in the organization. Career plateau is thus seen as a major contributing factor to employees to quit in organizations. Human Resource professionals must have a greater responsibility of managing career plateau and hence minimize employee turnover. According to Lee (2003), plateau employees are likely to have higher labour turnover because they want to advance their careers elsewhere in the environment. Studies have shown that employees who have attained plateau have a high degree of intention to quit due to reduced opportunity in the present organization (Yamamoto, 2006).

Using career development approach employers can coach the employee in his individual career planning, and by realizing the plans of employees can plan the allocation of human resources. Thus, the career development is perceived like joint effort between an individual employee and the organization. Vos and Megarck (2009) indicated that career development plan for employees play a vital role in the retention of employees. Providing career development opportunities restrict employees from leaving the organization and increases loyalty.

There has been a shift from job security and lifelong employability to lifelong learning and talent management (Brown et al., 2003; Sennet, 2006). It is therefore important to give employees opportunities to develop and learn (Arnold 2005; Bernsen et al., 2009; Herman, 2005) such that employees maintain their capabilities as effective employees, resist redundancy are retained by their organization. Garrow and Hirsh (2008) define the term talent management as encompassing career development by the organization's HR taking up the responsibility of developing human capital.

Research shows that opportunities for training and development have a significant (perceived) ability to retain talented people and in line with the psychological contract, high performers often perceive development as a benefit which they are entitled. When employees perceive a constructive and individual return from the training they receive, their organization usually gains in form of increased commitment, employee satisfaction and retention (Feldman, 2001).

The primary goals of many employee development programs is to communicate the vision of the organization, help workers understand the corporate values and culture, and show employees at every level how they can help the company succeed. They exist in order to support business's strategic goals by providing learning opportunities and engraining the organizational culture. Although the need for technical training in a specific position will never disappear, understanding an organization's culture and fitting into it are becoming increasingly important for employee success. Two factors that are crucial to the success of employee development programs are keeping them current and putting learning in the hands of employees. For many workers, an opportunity for

continuous learning weighs heavily in their decision to accept or remain in a position. As a result; employees are increasingly emphasizing career development activities. The psychological contract in which employees were almost guaranteed long term loyalty and commitment to the organization in return for giving employees job security, opportunities for promotion and training are not there (Feldman, 2001).

5 Research gap

Handage and Koziel (2010) highlighted the importance of employee retention by saying that effective employee development and employee retention is a continuous process and it must be part of the organizational culture. They conclude that compensation, leadership training, and reward and retention strategies as part of the organization culture. The current study highlighted other retention strategies of employee engagement, competency mapping and career development.

According to CIPD (2010) study on learning and employee development, carried out through a survey of various organizations. The study detailed in depth the learning and development strategies that were considered important by organizations. However, the study did not outline how these strategies impact on employee retention. Kagwiria (2014), studied on the effect of career development on firm performance. Though she acknowledged that career development contributed to employee retention, she did not discuss this in depth. The current study intended to establish the effect of career development on employee retention in Golis Telecom Bosaso, Somalia.

The reviewed literature demonstrates that while there is much prescription about the need for integrated approaches to employee development practices, there is little empirical research on relationship between employee development and employee retention in telecommunication industries. This has therefore left a major knowledge gap on how competency mapping, career development, reward management, work life balance, performance management and training and development affect employee retention. This study aims to fill the missing knowledge gap by establishing the role of employee development on employee retention in Golis Telecom Bosaso, Somalia.

CHAPTER THREE

METHODOLOGY

0 INTRODUCTION

This chapter provides a description of research design was used to collect, process and analyze data; sample size, study population, sample procedures, data collection methods and instruments, data analysis procedure, validity and reliability and ethical considerations.

1 Research design

This study employed cross-sectional descriptive design. Descriptive survey design enables the researcher to summarize and organize data in an effective way (Kireru, 14). It provides tools for describing collections of statistical observations and reducing information to an understandable form. Mugenda and Mugenda (2003) define descriptive research as a process of collecting data in order to test hypothesis or answer questions concerning the current status of the subjects in the study. This study has adopted a descriptive research design since the design helps to understand the characteristics of a group in a given situation, offer ideas for further probe and research and help to make certain decisions (Sekaram,2003; Abok,2015).

2 Research Population

The target population of this study was the all employees of Golis Telecom Bosaaso, Somalia. According to the human resource department report (2014) there are over 329 employees in Golis telecom Somalia. These employees are further subdivided into categories which include: top authorities (18), HR department (66), procurement (46), finance (62), sales (41), customer service (33), and marketing (63). Bosaaso is selected because this is where Golis headquarter located and highest number of employees is working.

3 Sample size

The sample size was 181 out of 329 employees of the Golis Telecom Bosaaso. This sample size was arrived at using Slovene's formula which states that for any given population (N) the sample size (n) is given by:

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

where; n = the required sample size

N = the known population size; and

α = the level of significance, which is fixed at α = 0.05

From this formula the sample size is computed as follows:

$$N = 329, \alpha = 0.05$$

$$n = \frac{329}{1 + 329(0.05)^2}$$

$$= \frac{329}{1 + 329(0.0025)}$$

$$= \frac{329}{1 + 0.8225} = \frac{329}{1.8225} = 180.52$$

$$= 181$$

4 Sampling procedure

ie study was used both purposive and simple random sampling to select the sample
om each categories of the population. The researcher used simple random sampling
om categories of the employees to select from the sample. This was done by cross
ecking through the company’s employee lists from the human resource department.

ible 3.1: Target population, sample size and sampling techniques.

Category	Target Population	Sample size	Sampling technique
Top authorities	18	10	Random sampling
HR department	66	36	Random sampling
Procurement department	46	25	Random sampling
Finance department	62	34	Random sampling
Sales department	41	23	Random sampling
Customer service	33	18	Random sampling
Marketing department	63	35	Random sampling
Total	329	181	

Source: Primary Data (2016)

However, 200 questionnaires were administrated to the employees (target population),
showing well that at times response rates can be low in social science studies such as
S.

5 Sources of Data

5.1 Primary Data

Primary data is the data which is collected afresh and for the first time and thus happens to be original in character (Kothari, 2004) as quoted by Kagwiria (2014). Louis *et al.*, (2007), describes primary data as those items that are original to the problem under study. Primary data were collected using questionnaires as the main data collection instruments.

5 Research instrument

5.1 Questionnaire

Questionnaire was the main research instrument. The questionnaire is used as an instrument of research because it is easy to administer (Gay, 1996). The questions were closed ended and based on the Likert type five-point scale and they were categorized into five sections i.e. section A: General information, section B: 10 Employee engagement questions, section C: 11 competency mapping questions, section D: 6 Career development questions and section E: 16 employee retention questions.

7 Validity and reliability of Instruments

7.1 Validity

The validity of the questionnaires was determined using content validity index. The researcher established the validity of the instruments by using expert judgment method as suggested by Amin (2005). This involved judges scoring the relevance of the questions in the instruments in relation to the study variables and a consensus judgment given on each variable.

The formula is given by;

$$CVI = \frac{\text{number of items declared valid by experts}}{\text{total number of items}}$$

Table 3.2: Determination of validity of Questionnaire

	Items declared valid	Items declared not valid	Total
Item 1	37	6	43
Item 2	39	4	43
Item 3	40	3	43
	116	13	129

$$r = \frac{116}{129} = 0.899$$

Content validity index was accepted for the items measured since they have the average validity index of above 0.70 as recommended by (Amin, 2005).

7.2 Reliability

The reliability of the questionnaires was determined using test retest method. A reliable measurement is one that if repeated a second time gives the same results as it did the first time (Mugenda & Mugenda, 2008). Test-retest reliability is a measure of reliability obtained by administering the same test twice over a period of time to a group of individuals (Moskal & Leydens, 2000). The scores from Time 1 and Time 2 then were correlated in order to evaluate the test for stability over time. Test-retest reliability is a degree to which scores are consistent over time; it indicates score variation that occurs from testing session to testing session as a result of errors of measurement. The reliability of instrument was also tested via the Cronbach's Alpha method provided by statistical package for social science (SPSS).

Table 3.3 Cronbach's Alpha of Reliability statistics

Variable	Cronbach's Alpha	N
Employee engagement	0.916	10
Competency mapping	0.843	11
Career development	0.832	6
Employee retention	0.890	16
Mean average	0.870	

The average mean of internal consistency (Reliability) was found to be 0.870 therefore; the Reliability of instrument was confirmed.

8 Data Analysis

Data analysis was guided by the research objectives presented. The data collected from the field was analyzed using statistical package for social sciences (SPSS). All questionnaires received were referenced and items in the questionnaire coded to facilitate data entry. The study generated quantitative data. Descriptive statistics data analysis method was applied to analyze numerical data gathered using closed ended questions. Descriptive analyses are important since they provide the foundation upon which correlational studies emerge; they also provide clues regarding the issues that could be focused on leading to further studies (Mugenda & Mugenda, 2008). Quantitative data was analyzed via Statistical Package for Social Sciences (SPSS). The data were cleaned, coded, categorized per each of the research variables. Multiple regression model was fitted to the data in order to test the influence of the independent variables on the dependent variable. Multiple regression is a statistical tool that was used because it is the procedure that uses two or more independent variables to predict dependent variable. Multiple regressions attempt to determine whether a group of variables together predicted a given variable (Mugenda & Mugenda, 2003). The hypothesis was tested using the t-test and f-test at 0.05 level of significance.

9 Ethical considerations

To ensure ethical consideration of the research and the wellbeing of involved community the researcher got authorized clearance letter from the ethical body. The researcher also ensured to protect anonymity Confidentiality of the respondents where respondents were anonymous and information collected from them were treated with utmost confidentiality. The researcher also acted honestly, fairly and respectfully to other stakeholders that were involved in this study.

In terms citations of authorships, the researcher mentioned the sources of information in an effort to appreciate the works of past scholars or researchers. This was intended to ensure that no plagiarism occurred.

10 Limitations of the study

The study had a number of limitations. It was a cross sectional survey and hence the researcher could not monitor the turnover behavior of the respondents. The measurements relied on the perceptions of the respondents and not their actions.

The study also experienced an initial slow response from the respondents who were mainly busy but this was mitigated by having constant follow-up on phone and physical visits to the respondent's offices by use of research assistants.

Another limitation was that some employees failed to respond to a number of items and left blank spaces. The researcher however followed them up and read the unanswered questions to get a verbal response and subsequently fill in the blank spaces. It was expected that apathy or unwillingness by staff to divulge important or correct information was to pose a major problem to the research study. However, efforts were made to convince the respondents that the information given was only meant for study purposes. Equally, there were attempts to show the respondents how the research was benefit them.

Some respondents also took a lot of time to respond and some lost their copies of the questionnaires, hence extending the period of data collection for more than the intended one month. The researcher resorted to physically following up with them and replacing the questionnaires which were lost. The study was also limited because it was based on Golis Telecom Bosaso, Somalia only and hence the study findings may only help in understanding employee development and employee retention in such institutions. There was also a limitation of using only one method of data collection (questionnaire) and leaving out others.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

0. Introduction

This chapter shows the presentation of data collected, analysis and discussion of findings as obtained from the field. The demographic features of the respondents in the study included the Age group, gender, the level of qualification, department, how long someone has worked with Golis Telecom Company, and marital status. The results of the analysis are presented using tables to completely analyze the objectives that were stated in the model. Furthermore, the hypothesis that were identified in the in the first chapter of the research are analyzed using the most appropriate tools as identified in the research methodology.

1 Demography of the respondents

Background and personal information of the respondents have been exhaustively discussed in this section of demography.

Table 4.1: Showing the demography of the respondents

Respondents	Frequency	Percentage
Gender		
Female	102	56.4
Male	79	43.6
Total	181	100
Age		
-25	48	26.5
-30	49	27.1
-35	36	19.9
-40	20	11
-45	10	5.5
-50	8	4.4
+	10	5.5
Total	181	100

Education		
Certificate	21	11.6
Diploma	44	24.3
Degree	57	31.5
Masters	50	27.6
PhD	9	5.0
Total	181	100
Marital status		
Single	61	33.7
Married	103	56.9
Divorced	10	5.5
Widowed	7	3.9
Total	181	100
Time served in the organization		
Below 1 year	29	16
1-3 years	59	32.6
3-5 years	58	32
5-9 years	29	16
10 and above years	6	3.3
Total	181	100
Department		
Top management	10	5.5
HR	36	20.0
Procurement	25	13.8
Finance	34	18.8
Sales	23	12.7
Customer service	18	9.9
Marketing	35	19.3
Total	181	100

Source: Personal research, 2016

Results presented in table 4.1 above indicate the demographic information of the respondents. From the above table, it can be observed that greatest percentage of employees were Male representing 102 (56.4%) While their female counterparts were 79 which in terms of percentage was 43.6%. Though the males were more than the

males, it can be observed that there is fairly good representation of both sex in this telecom company which does not usually happen in other Somali sectors.

The results of the study in terms of age bracket, also showed that out of the approached respondents, 48 (26.5%) were between 18-25 years, 49 (27.1%) were from 26-30 years, 36 (19.9%) were of age bracket 31-35 years while those who ranged between 41 to 45 just like those who were 51+ were 10 in each category representing a percentage of 5.5%. The respondents in the age bracket of 46-50 were only 8 representing 4.4% and were also the least in number. On average most of the respondents were below 35 years of age. This shows that many of the employees in this particular Golis telecom company are still young men and women who can be retained in the organization. Therefore, the sample was representative enough to capture the views of different age groups in the organization.

In terms of education levels of the respondents, the findings indicate that the largest number of the respondents 57 (31.5%) were degree holders while the least were PhD holders with a number of 9 (5.0%). Those who hold diploma were 44 (24.3%) while master's holders were only 50 (27.6%). Those employees who are holders of certificates were only 21 representing a percentage of 11.6%. Generally, the findings revealed that most of the respondents were at least bachelors' holders since they constituted the greatest percentage. The findings also imply that the respondents had sufficient academic qualifications not only to do their work but also to understand and appreciate the importance of employee development.

Marital status as revealed from the above table is that the greatest number of the respondents 103 (56.9%) were married, while those who are single represents 61 (33.7%). Those who were widowed account for 7 (3.9%) while those who were divorced among the employees were totaling to only 10 representing a percentage of 5.5%. The table above further suggests that on average the greatest number of the employees were actually married as they had the highest number of frequency of 103 with a corresponding percentage of 56.9%.

ie findings furthermore showed that the largest number of respondents 59 (32.6%) d worked for 1-3 years while the number of those who worked 4-6 years was the cond largest with 58 (32.0%). Those who worked for less than one year and those of 9 years had an equal number of 29 respectively. The least was for the group who rked for 10 years and above with a frequency of only 6 (3.3%). The few number of ople who take a very long time of 10+ years can be explained by the fact that most mpanies now look out for experience while hiring personnel and has a result, they d up promoting their own employees whom they trust and have known for a long e. This is also implies that majority of employees had worked in the Golis telecom for time long enough for them to understand and share their perspective employee velopment and retention policies and practices.

ie results also indicate that the greatest number of respondents at a frequency of 36 is engaged in human resource department as shown by 20%. This is followed closely those within the marketing department with a frequency of 35 respondents counting fo19.3% and the finance department had a number of 34 (18.8%) while ocurement had 25 respondents (13.8) Those who belonged to sales were 23 (12.7%) ile those who were in customer service were 18 representing 9.9%.

2. Descriptive Analysis of the objectives of the Study

e major findings of the specific objectives of the study were exhaustively discussed in s section. To get an exhaustive answer for this specific objective, the respondents re asked to rank various questions in the questionnaire by indicating the level of their reement. Five point likertscale was used with 1 denoting choice of those who strongly agreed while 2 denoted those who just disagreed. For the respondents who did ree had the choice of 4 and 5 to show their level of agreement with 4 denoting a oice for those who agreed and 5 for the respondents who strongly agreed. Those io had no choice and were neutral had a choice of 3 also to reveal their mind.

ie means and standard deviations for all the questions were computed, ranked and
 erpreted as revealed in the table below. The mean rank range and corresponding
 erpretation was as indicated below:

Mean range	Response	Interpretation
4.1-5.0	Strongly agree	Very satisfactory
3.1-4.2	Agree	Satisfactory
2.1-3.4	Not sure	Moderate
1.1-2.6	Disagree	Unsatisfactory
0.1-1.8	Strongly disagree	Very Unsatisfactory

Table 4.2: means, standard deviations, ranks and interpretation of responses of the respondents on
 employee engagement, competency mapping and career development

Construct indicator	Mean	Std. Deviation	Rank	Interpretation
Employee Engagement				
I am happy at work	3.94	.970	6.5	Satisfactory
I think our organization culture is good	4.31	.910	2.5	Very Satisfactory
I would not leave for a 10% raise in other company	4.52	.975	1	Very Satisfactory
I think my supervisor recognizes my efforts	4.31	.910	2.5	Very Satisfactory
I feel very much value for the company	3.95	.996	5	Satisfactory
I enjoy working with my colleagues and team members	3.97	.948	4	Satisfactory
I think my supervisor (direct) does his work well	3.92	.951	8.5	Satisfactory
There is opportunity for professional growth in this organization	3.92	.951	8.5	Satisfactory
I would recommend our organization's services/product to friends and family	3.94	1.015	6.5	Satisfactory
I think our organization serves the customers well	2.31	1.014	26	Unsatisfactory

Competency Mapping				
My communication skills has improved	2.10	1.102	27	Unsatisfactory
I am more aware of the nature of the business	3.89	.942	10	Satisfactory
My achievement level has raising	2.55	1.080	24	Unsatisfactory
My team management/working in teams skills has improved	2.50	1.043	25	Unsatisfactory
My relationship management skills has proved	3.75	1.074	17.5	Satisfactory
I am more proficient in my task	3.40	1.108	20	Moderate
My leadership skills has improved	3.88	1.031	11	Satisfactory
My overall performance has improved	3.09	.948	23	Moderate
I work with less supervision	3.17	.951	21.5	moderate
My analytical and reasoning ability has proved	3.80	1.024	15	Satisfactory
My planning skills has improved	3.44	.979	19	Satisfactory
Employee Career development				
I am happy with My organization's commitment in training and education of	3.83	1.021	14	Satisfactory
I am satisfied with the opportunities to apply my talents and expertise at	3.87	.907	12	Satisfactory
I am satisfied with job-related training my organization	3.84	.926	13	Satisfactory
My employers are dedicated to my professional development	3.77	.999	16	Satisfactory

am satisfied with the career advancement opportunities available to me	3.17	1.125	21.5	Moderate
am satisfied with my opportunities for professional growth at work	3.75	1.064	17.5	Satisfactory

Source: Personal research, 2016

The findings from the above table indicate that respondents who were happy at work had a mean value of 3.94 and corresponding standard deviation of 0.97. This was ranked as the 6th alongside I would recommend our organization's services/product to friends and family and both were interpreted as satisfactory meaning that most of the respondents agreed that they were happy at work and that they would recommend their organization's services/product to friends and family.

The results further showed the culture of the organization is very welcoming as this was presented with an average value of 4.31 and standard deviation 0.925. It can also be observed from the table above that this particular question was ranked second meaning that most respondents were very satisfied with it.

The average response for I would not leave for a 10% raise in another company was 52 with standard deviation of 0.975 and with a rank of being the best. The interpretation for this was that it was very satisfactory implying most of the employees in this company surely receive satisfactory salaries.

The rank for I feel very much value for the company from the above table is 5th and this is interpreted as satisfactory to the employees and this is truly revealed by the corresponding mean value of 3.95 and standard deviation of 0.996 as can be observed from the above table.

The results as can be seen from table also showed a mean value of 3.97 and standard deviation 0.948 for the question of I enjoy working with my colleagues and team

member. The rank for this question was number four and this was interpreted as satisfactory meaning employees can freely interact with one another during work.

The results further revealed that the respondents were equally satisfied with how their supervisors do their work as this was represented with a mean of 3.98 and a standard deviation 0.95. This was ranked the 8th along with there is opportunity for professional growth in the organization as they got the same mean value and standard deviation.

The results from the table also revealed that improvement in communication skills had a mean value of 2.10 and standard deviation of 1.102. This was interpreted as not satisfactory as it got a rank of 27th implying that most respondents did not agree to this question.

The findings further showed that most respondents were satisfied with awareness of the nature of their business as it was ranked the 10th. This had a mean value of 3.89 and standard deviation of 0.94 and this reveals how much the employees of this particular company are knowledgeable about what happens in their work places.

There was dissatisfaction within the respondents when they were asked if their achievement levels had risen. This was represented by a mean value of 2.55, standard deviation of 1.08 and ranked the 24th overall.

The outcome of the results equally revealed that most of the respondents' team working skills were still low as this had a mean value of 2.50 and standard deviation of 0.943. This was interpreted as not satisfactory to the employees and was ranked the 25th as can be seen from the above table.

The relationship management skills along with being satisfied with opportunities for professional growth at work had a good number of the respondents who seemed to be satisfied because they respectively had a rank of 17th and mean value of 3.75 along with standard deviation of 1.074. This shows how freely respondents can interact, collaborate and have opportunities of growth within the company.

Most of the employees also seemed moderate with being more proficient at work as it had a mean score of 3.4 and standard deviation of 1.108. In the ranking scale, it was 20th and this reveals how much uncertain the employees are about proficiency in their work.

When asked about their overall performance, the ranking from the table revealed that most respondents were moderate with a mean value of 3.09 and standard deviation of 0.948 and it was ranked the 23rd overall from the rest of the indicators.

The outcome of the results showed that respondents were also unsure or moderate with supervision meaning that the company officials always keep an eye on them throughout their work time in the company. This recorded a rank of 21st with an average value of 3.17 and standard deviation of 0.951.

Regarding employees being happy with organization incitement in training and education, the analysis from the table showed that most of the employees were satisfied with this with a rank of 14 out of all the indicator questions. It also recorded a mean value of 3.83 and standard deviation of 1.021.

The finding from the table indicate further that most employees were satisfied and agreed that they had opportunities to apply their talents and expertise at work as this had a mean value of 3.87 and standard deviation of 0.907. This was ranked 12th overall from the entire indicators that were used to measure the independent variable.

The findings also showed that most respondents were satisfied with job-related trainings as it had a rank of 13th with a mean value of 0.926 and standard deviation of 0.34. This can be interpreted that the company offers its employees relevant job related trainings since most of the employees agreed to this particular indicator.

The mean value for if employees are dedicated to employees' professional development was 3.77 and its standard deviation is 0.99. This was ranked as 16th and interpreted as satisfactory by the responses of the employees.

the table finally revealed that there was a greater number of respondents who were satisfied with career advancement opportunities within the organization has this had a mean score value of 3.17 and standard deviation of 1.125. This was ranked the 19th from the whole set of indicators and was interpreted has moderate to the employees

Table 4.3: means, standard deviations, rankings and interpretation of responses on employee retention in Golis Telecom Company

Construct indicator	Mean	Std. Deviation	Rank	Interpretation
The Company accepts and is open to change and ambiguity	3.80	.965	4.5	Satisfactory
I am willing to try new jobs within the company	3.77	1.017	7.5	Satisfactory
My Supervisor is open to suggestions	3.24	1.042	12	Moderate
The Leadership is willing to change to meet work objectives	4.86	.965	2	Very Satisfactory
There is opportunity for me to advance at this Company	4.83	.976	3	Very Satisfactory
My Supervisor has taken an interest in my career development	2.89	.946	15	Unsatisfactory
This Company offers an excellent leadership development program	4.93	.898	1	Very Satisfactory
Job promotions are awarded fairly and without bias	3.40	.969	10	Moderate
I am paid fairly for the work I do	3.35	.997	11	Moderate
My benefits are comparable to those offered other organizations	3.77	1.016	7.5	Satisfactory
			9	

Understand my benefit plan	3.75	.995		Satisfactory
Am satisfied with my benefit package	3.21	1.046	13	Moderate
Talk up this organization to my friends as a great organization to work	3.78	.952	6	Satisfactory
Rate me this is the best of all possible organizations for which to work	3.80	.963	4.5	Satisfactory
Would accept almost any type of job assignment in order to keep working	3.05	.967	14	Moderate
Am proud to tell others that I am part of this organization	2.37	.997	16	Unsatisfactory

Source: Personal research, 2016

The findings from the table above shows that when respondents were asked if the company accepts and is open to change and ambiguity, most of them seemed satisfied with mean value of 3.80 and standard deviation of 1.020 and thus this was ranked the 1st along with those who said Golis company was the best organization for them to work in as they all got the same mean score and standard deviation.

When the respondents were asked if they would try new jobs within in the company, the results indicate that most respondents agreed to it since it had a ranking of being 1st, mean value of 3.77 and standard deviation of 1.017. This was ranked it the same packet with those who said the benefits of Golis Company are comparable to those offered by other organizations since they got the same mean score and standard deviation.

The results of the table further indicate that supervisors being open to suggestion recorded a mean score of 3.24, standard deviation of 1.042 and a rank of being the 13th out of all the indicators that were used for measuring employee retention. This was interpreted as moderate implying that most respondents disagreed to this indicator.

Leadership being willing to change so as to meet the new objectives was ranked the second best indicator with a mean value of 4.86 and standard deviation of 0.965. This implies that most of the respondents strongly agreed the act that the company leadership is always more than willing to change and realize new objectives

The results from the above table also show that most of the respondent agreed that they had opportunities to advance at the company as it had a mean score of 4.83, standard deviation of 0.934 and a ranking of being the third among the indicators that measured employee retention in Golis company. This was interpreted as very satisfactory to the employees.

The outcome results of the table indicate that the mean and standard deviation value of supervisors being interested in employee career development are 2.89 and 0.946 respectively. This according to the interpretation this indicator of employee retention is not satisfactory to the employees of the company as it recorded a rank of being the 15th meaning that most employees disagreed to it.

Ranked the best indicator, the company having the capability of offering excellent leadership development had a mean score of 4.93 and standard deviation of 0.898. This the largest number of employees was very satisfactory implying that most of them strongly agreed to the fact that Golis Company offers excellent leadership skills to its employees.

When asked if the company award job promotions fairly and without bribes, the table reveals that most employees disagreed to this with a mean value of 3.40 and standard deviation 0.969. This was ranked the 10th and interpreted as moderate to the employees.

In terms of salary payment most respondents seemed unsure as the results showed that this had a mean score of 3.35 and standard deviation of 0.997. In the ranking table, this was the 11th out of all the indicators that were chosen to measure employee retention and this meant that most employees were moderate on this indicator.

the table further indicates that package benefits from the company had a mean score of 2.1, standard deviation of 1.046 and a ranking of 13th implying that most of the respondents did not consent to this meaning they were with the kind of packages that they would receive from the company

the findings also indicate that when the respondents were asked if they would accept any kind of job in order to keep working, most of them were uncertain of their possible decision with a mean value of 3.05 and standard deviation of 0.967. This was ranked as 14th from the overall indicators of employee retention

Mostly when asked if they were proud to tell others that they are part of the organization, most respondents did not accept since this had a mean value of 2.37 and standard deviation of 0.997. This was ranked the 16th indicator and as a result many employees seemed dissatisfied as can be observed from the findings of the table above.

3. Relationship between employee engagement and retention

To establish the impact or the effect of employee engagement on employee retention, correlation analysis was carried out between the two variables and the results from the analysis are described in the table below:

Table 4.4: Pearson’s correlation co-efficient Index for the employee engagement and employee retention.

		Employee Engagement	Employee Retention
Employee engagement	Pearson Correlation	1	.388**
	Sig. (2-tailed)		.0

. Correlation is significant at the 0.05 level (2-tailed).

From table 4.4, the findings of Pearson’s correlation coefficient for employee engagement and employee retention is = 0.388 which is a weak positive relationship meaning that when employee engagements increase, retention of employees also

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APPENDIX A: QUESTIONNAIRE

My name is MOHAMUD ISSE JAMA student at Kampala International University. This questionnaire has been developed to facilitate a study aimed at establishing the effect of employee development on employee retention in Golis Telecom Bosaso, Somalia. You have been identified as a critical player in this field. Your input in this study would be most valuable.

I am therefore requesting your assistance to fill the attached questionnaires by ticking where appropriate or filling in the required information on the spaces provided as honestly and precisely as possible. The information given will be handled confidentially, and will only be used only for academic intention.

PART A; GENERAL INFORMATION

Tick one appropriate answer

1. Gender

Male ☐

Female ☐

2. In which age bracket are you?

18-25 ☐

31-35 ☐

41-45 ☐

26-30 ☐

36-40 ☐

46-50 ☐

51+ ☐

3. What is your level of Education?

Certificate ☐

Degree ☐

Diploma ☐

Masters ☐

PhD ☐

4. Marriage status?

Single ☐

Married ☐

Divorce ☐

Widowed ☐

5. For how long have you been working in this organization?

Less than 1 year ☐ 1- 3years ☐ 4 – 6 years ☐ 7-9 years ☐ 10 years and above ☐

6. dept/position in Golis Telecom

op Management ☐ HR ☐ Procurement ☐ Finance ☐ Sales ☐

ustomer service ☐ Marketing ☐

PART B: Employee Engagement

Please indicate the extent to which each of the statements in the matrix represented below influences employee retention in your organization. Please record your answer by clicking at the space provided, by the scale indicator.

EY: 5-Strongly agree 4-Agree 3- Not sure 2-Disagree 1-Strongly disagree

	Employee engagement	5	4	3	2	1
1	I am happy at work					
2	My organization's culture is good					
3	I would not leave for a 10% raise in another company					
4	My supervisor recognizes my efforts					
5	I feel very much value for the company					
6	I enjoy working with my colleagues and team members					
7	My supervisor (direct) does his work well					
8	There is opportunity for professional growth in this organization					
9	I would recommend our organization's services/product to friends and family					
10	My organization serves the customers well					

ART C: Competency mapping

EY: 5-Strongly Agree, 4-Agree, 3-Not sure, 2-Disagree, 1-Strongly disagree

ick the appropriate box depending on your level of agreement

Competency mapping	5	4	3	2	1
My communication skills has improved					
I am more aware of the nature of the business					
My achievement level has raisin					
My team management/working in teams skills has improved					
My relationship management skills has improved					
I am more proficient in may task					
My leadership skills has improved					
My overall performance has improved					
I work with less supervision					
My analytical and reasoning ability has improved					
My planning skills has improved					

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SECTION E: Employee Retention

Instruction: To complete the questionnaire, read and then rate each statement according to the following scale

KEY: 5-Strongly Agree, 4-Agree, 3-Not sure, 2-Disagree, 1-Strongly disagree

Employee retention		5	4	3	2	1
Job flexibility						
3	The Company accepts and is open to change and ambiguity.					
3	I am willing to try new jobs within the Company.					
3	My Supervisor is open to suggestions.					
1	The Leadership is willing to change to meet new objectives.					
Career development opportunities						
2	There is opportunity for me to advance at this Company.					
3	My Supervisor has taken an interest in my career development.					
4	This Company offers an excellent leadership development program.					
5	Job promotions are awarded fairly and without bias.					
Compensation						
5	I am paid fairly for the work I do.					
7	My benefits are comparable to those offered by other organizations.					
3	I understand my benefit plan.					
3	I am satisfied with my benefit package.					
Organizational commitment						
3	I talk up this organization to my friends as a great organization to work for.					
3	For me this is the best of all possible organizations for which to work.					
1	I would accept almost any type of job assignment in order to keep working for this organization.					
3	I am proud to tell others that I am part of this organization.					

Thank you