

**EMPLOYEE RETENTION AND ORGANIZATIONAL PERFORMANCE IN GOLIS  
TELECOM, PUNTLAND STATE, SOMALIA**

**BY**

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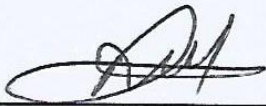
**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS  
AND MANAGEMENT IN PARTIAL FULFILMENT FOR THE  
REQUIREMENT OF THE AWARD OF MASTER OF ARTS  
IN HUMAN RESOURCE AND MANAGEMENT  
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UNIVERSITY**

**SEPTEMBER, 2022**

## DECLARATION

“This Thesis is my original work and has never been presented for a Degree or any other academic award in any University or Institution of Learning”.

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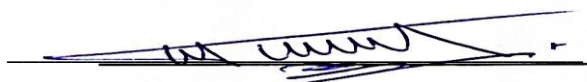
## **APPROVAL**

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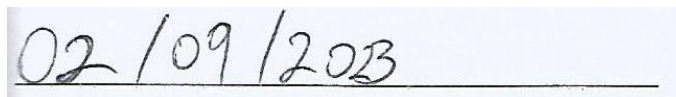
**Supervision**

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**Supervision**

A handwritten signature in blue ink, appearing to read 'Wandiba Augustine', is written over a horizontal line.

**DATE**

The date '02/09/2023' is handwritten in blue ink on a light blue rectangular background.

## **DEDICATION**

I dedicate this report work to my beloved parents who have worked tirelessly to see that I finish my studies .

*May Allah bless you all*

## **ACKNOWLEDGEMENTS**

I appreciate Allah so much above all things for his mighty hand that has been with me throughout the entire period of my studies.

I feel indebted to my parents, to my mother Luul Ahmed , my father Abdisalan Nur , my cousins and my uncles for the financial support and adverse as far as my education is concerned, may Allah provide you a long lasting life to you. I also wish to thank my supervisor for his guidance, positive criticism and support in the production of this work. To my supervisor, Dr Wandiba Augustine for your tireless guidance you provided to me for the completion of this work.

Thanks for giving me your time in preparing me to become a useful person to the community. Lastly to my family members for giving me assistance in order to make me achieve my dreams. With your positive ideas, humble guidance to complete the course successful.

**May Allah bless you all.**

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## ABSTRACT

This study determines the influence of employee retention on organizational performance at Golis telecommunication company, Puntland Somalia. The objectives were to determine the effect of job satisfaction on organizational performance, to determine the effect of job embeddedness on organizational performance and to determine the effect of job motivation on organizational performance in Golis Telecommunication Company in Puntland- Somalia. The study used a case study descriptive research design with a sample size of 109 respondents and attained information from 102 respondents. The sampling method used was simple random sampling. Data was collected using self-administered questionnaires. The data was analyzed using frequency tables, mean, percentages and simple linear regression was used to establish the effect between employee retention constructs and organizational performance. The majority of respondent were male with 58(56.9%) ranging 38-47 years, (60.9%) were Bachelor holders and had experience 7-10 years (33.3%) The results on the first objective showed that a low statistically significant effect of Job satisfaction on performance of Golis Telecommunication Company .it was rated moderate on average (overall mean, 3.098). The research findings indicate that job satisfaction has significantly generate performance Golis company although this is to low levels. Secondly the study found that Job embeddedness has significant but low effect on organizational performance in Golis telecommunication company Puntland Somalia. It was rated fairly good on average (overall mean, 3.138) The study results based on the findings indicate that presence of Job embeddednes generate low but significant organization performance. Thirdly the study found that Job motivation is significant in inducing the performance of Golis Telecommunication Company. It was rated fairly good on average (2.835) The findings indicate that a moderate significant effect was detected between job motivation and performance of Golis Telecommunication Company. The study conclude that the presence of enhanced job satisfaction is key in developing the performance for the company, the study conclude that parameters developed to job satisfaction can generate the financial health of Golis telecommunication company. Secondly, the study concludes that job embeddedness is an avenue that can generate performance of Golis telecom. The study concludes hence that the avenues for the stimulation of the embeddedness for the employees induce their loyalty to the performance increments among the employees. Thirdly the study concludes that the presence of the job motivation generally induces the performance levels of the employees in Golis telecommunication. The study concludes that generation of means for the motivation in jobs can induce the performance of the entire Golis Company. The study recommends that mechanisms for job determination and measures need to be well assessed. The study recommends further that development of mechanisms towards the design of jobs and job specifications. Secondly the study recommend for salary increment contributes significantly to organization productivity. It's hence vital to argue that productivity of the organizations can be generated through increased the stakes in allowances provision to the staff finally the study recommend for closer assessment of the communication network and mechanisms significant for cooperation amongst the employees in the organizations. The study recommend for a fair development of avenues which can stimulate the performance mechanism of the company.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction of the study**

This chapter contains the background, problem statement, purpose of study general objectives, specific objectives, research questions, hypothesis, scopes and significance of study

#### **1.1 Background to the study**

This study comprises historical perspective, theoretical perspective, conceptual perspective and contextual perspective.

##### **1.1.1 Historical perspective**

Employee retention can simply be defined as the strategies put in place by an organization to retain its employees and reduce turnover. Employee retention can be represented by a simple statistic. The rate of retention is the inverse of the rate of employee turnover and expectedly if a relatively high number of employees stayed at post within a specified period then the retention rate is high and the turnover rate is low i.e. (Retention rate =  $1/\text{turnover rate}$ ). Retaining employees is an important goal of every organization. It helps reduce wastage in terms of the time, effort and money spent in hiring and training new employees and integrating them into the organization (monnihan and Pandey , 2007) have called employee turnover as an organization's loss of memory. Retaining all the employees may not be the desire of every business.

Most of the organizations are concerned with retaining the high performers, those who possess key skill and knowledge needed to run the organization and those who are difficult to be replaced. (Greenberg and Sweeney , 2012) Also emphasize that organizations should make efforts to keep their best talent despite difficult times. They further argue that it is the top performers that distinguish one business from another. (Cardy & Lengnick-Hall , 2011)Also advocate that if best workers are not retained, an organization can be negatively affected from the operational to the strategic level and that human capital remains one of the few resources that can provide a sustainable competitive advantage. They however suggest that employees should be classified as platinum, gold, iron and lead, and that organizations should spend more effort to retain platinum employees as compared to the lead employees. It is worth mentioning here that employee's exit from a job has different dimensions.

However, the issue which is of relevance here is that certain factors of employee's exit may be controlled by the management while there are other factors on which the management has little or no bearing. For example an employee may leave his job because of family situation, job offers and pursuit of new opportunities. Cardy & Lengnick-Hall (2011) further emphasize that efforts to maximize retention are consistent with a concern for employees and a desire to make the organizational environment as "sticky" as possible in order to keep employees. Efforts to minimize turnover, on the other hand, can be seen as motivated to reduce or avoid a cost.

### **1.1.2 Theoretical perspective**

The study was guided by two theories, expectancy theory and job embeddedness theory

**Expectancy Theory:** the Expectancy theory deals with outcomes. This theory explains a person's behaviour in terms of the outcome or the goals an individual wants to achieve. The individual then makes choices or seeks alternatives to get that outcome. The outcome should be attractive enough to cause an individual to start working for it.

This theory further asserts that the more they want of an extrinsic or intrinsic reward, the more determined the employee to get the outcome. The employee must associate an emotional value with the outcome. This emotional value has been called valence. If the valence is positive the employee would prefer to achieve the outcome rather than not achieving it. Another variable related to Expectancy Theory is expectancy which refers to the individual's belief that the outcome can be achieved. Increasing expectancy in an organization can be done by training employees and thereby making them more confident in their abilities. The third variable in the expectancy theory is the instrumentality which is the means or actions required to get the outcome. To be motivated to do the work, the employee must trust that if the outcome is achieved, the person will get the reward. This in other words translates to an employee's personal outcome which is the reward i.e. if the employee takes certain steps he will be able to achieve the outcome which will result in the getting promised reward. Instrumentality requires establishing a relationship between the performance and the reward i.e. the employee should know what level of performance will bring what reward. The employee also needs to have trust in fairness of the system i.e. belief that the system will accurately determine the performance and then give the reward accordingly. The expectancy theory is also sometimes called the valence instrumentality- expectancy theory.

**Job embeddedness theory:** The current study built on the job embeddedness theory, which was posited by Mitchel, Holtom, Lee, Sablinski, and Erez (2001). The theory rests on the assumption that a number of factors influence an employee's decision to leave or stick to their jobs. The theory asserts that there is a direct link between the factors that influence embeddedness links, fit, and sacrifice and the contexts within the organization. Employees will stay in their jobs if they enjoy relationships with their colleagues link, their skills fit with the job demands (fit), and have engagements with the community sacrifice (Mitchel, Holtom, Lee, Sablinski, & Erez, 2001; Ozcelik & Cenkci, 2014). In local governments, employees work to contribute to the organization's long-term goals of providing goods, works, and services to the community. With this kind of engagement, which employees have built, it becomes difficult to merely exit their jobs. Employees who have good relationships with their colleagues are likely to keep with their current jobs, which is likely to help the organization in reaching her target groups, and rightly use institutional resources for the benefit of the community. Employee retention in organizations can be explained by Vroom's expectancy theory. According to Victor Vroom, if employees' goals are aligned to those of the organization, the rate of employee retention will be high.

### **1.1.3 Conceptual perspective**

Employee Retention (Hom and Griffeth, 2016) described in a study that the process of encouraging employees to stay for a long period or till the project completion is termed as (retention. Wysocki, B, 2014) pointed out the view of "The Society of Human Resource Management" that retention of employee is the hottest topic in the current scenario. (Drucker, 2015) Explained that employees voluntarily quits their job is a potential retention issue. Trip, R, while discussing turnover stated that for many organizations, voluntary turnover is a big challenge. Turnover may be voluntary or involuntary and functional or dysfunctional. Voluntary turnovers refer to leaving of an employee in an organization voluntarily i.e. the employee himself decides to leave/resign from the organization. In involuntary turnover, the employer expels the employee i.e. the employee leaves the organization unwillingly. It could be due to low performance, conflict or due to employment-at-will. When a low performer leaves the organization, it is referred as functional turnover. When a high performer leaves, it is referred as dysfunctional turnover which incurs cost to an organization. Terence et al., (2001) stated that there are so many reasons for an employee to leave voluntarily. Some may be personal and some may be influenced by organizational factors. Personal reasons such as family

situation, career growth and attractive job offer etc. Organization factors includes lack of promotional opportunities, unfair treatment among employees and mismatch between personal values and organizational values etc., Overall turnover is a great problem for both organization and individual. Further it is clearly discussed that occurrence of shock which is expected or unexpected leads to serious thoughts (i.e. intention) to leave. Shocks may be positive, negative or neutral. Positive such as alternative job offers, pregnancy etc., Negative such as leaving of friends, poor performance appraisal etc. and neutral such as relocation of spouse, changes in administration etc.

Organization performance refers to how well an organization is performing. Good performance is an indicator of success and development of all organizations.

Today best practices evaluate organizational performance in terms of financial results, Products innovations, customer loyalty and people performance helps ensure organizational goals are being achieved ( (Armstrong, 2014).

#### **1.1.4 Contextual perspective**

Previous research has identified several factors that have an influence on employee retention. A first important indicator of employee retention is their organizational commitment (Curtis and Wright 2001). Employees with a high organisational commitment are those who have a strong identification with the organisation, value the sense of membership within it, Employee retention: organisational and personal perspectives agree with its objectives and value systems, are likely to remain in it and, finally, are prepared to work hard on its behalf. (Curtis and Wright 2001, p. 60)

This commitment is influenced by the organisation's norms and practices, especially the organisational climate (Kaliprasad 2006), and is not job specific (Bashaw and Grant 1994). Next to organisational commitment, personal commitment and the compliance with reciprocal obligations are important (Hytter 2007). Consequently, there is a need to consider both organisational and personal factors in considering employee retention. Several studies have investigated the relationship between job satisfaction and turnover and found a clear negative relationship (e.g., Cotton and Tuttle 1986; Muchinsky and Morrow 1980; Tett and Meyer 1993; Trevor 2001), meaning that when employees do not feel satisfied in their job, the turnover is high and they are likely to leave the company.



Walker (2001) identified seven factors that can enhance employee retention: (i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv) invitational atmosphere within the organization, (v) positive relations with colleagues, (vi) a healthy balance between the professional and personal life, and (viii) good communications. Together, these suggest a set of workplace norms and practices that might be taken as inviting employee engagement.

Hytter (2007) found that the personal premises of loyalty, trust, commitment, and identification and attachment with the organisation have a direct influence on employee retention. She also demonstrated that workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence (Hytter 2007). Moreover, Tang et al. (2000) found that earning more money has only an indirect influence on employee retention; it is of influence when the job satisfaction of an employee is low. Other researchers confirm that effective training and opportunities to learn and develop enhance employee retention (Arnold 2005; Herman 2005; Hiltrop 1999). High integrity and involvement on the part of the manager, empowerment, responsibility, and new possibilities/challenges are also important for employee retention (Birt et al. 2004). Finally, the positive influence of work experience and tenure has been confirmed by other researchers (Gunz and Gunz 2007). Birt et al., (2004) also found that the perception and experience of the employees with regard to these factors has the greatest influence on employee retention.

Despite the fact that a company may try to bring all these factors into play to enhance employee retention, an employee can still choose to leave the workplace because of, for example, bad management (Kaliprasad 2006). The relationship of different personal variables such as age, gender, number of children, and level of education to employee retention have yet to be fully investigated. However, a clear negative relationship has been found between the level of education and organisational commitment (Angle and Perry 1983; Glisson and Durick 1988). Expectations are that the level of education will relate to employee retention in a similar manner, since organisational commitment is an important positive indicator for employee retention (Curtis and Wright 2001).

At Golis Telecom, most employees who feel unappreciated sometimes seek acknowledgement elsewhere since the company lacks the resources to target all employees with recognition programs and thus diminishes the organizational effectiveness (Holtom, 2005). As a result, a risk analysis is used to identify top employees who pose a retention risk. The company then uses this analysis to develop a promotion or fast-track program with these employees in mind. It is therefore against this that the researcher examined the employee retention and organizational performance in Golis Telecommunication Company, Puntland, and Puntland, Somalia (Holtom, 2005).

## **1.2 Problem statement**

Organizations globally are aware that creating an environment of employee retention is significant in undertaking effective organization performance. Golis Telecommunication Company is aware that ensuring performance through sales, profits and financial excellence is a significant driver for the financial health of the company (Hadi & Ahmed, 2018). However Golis Telecommunication Company has experienced lows in the profits, sales revenue and customer growth trends in the company and employee performance is generally below the desired or standard performance (Golis telecommunication company report, 2021). The occurrence of the performance hurdles risks the existence of the company with its market share in the telecommunication company being at risk, the company performance also risks the existence of the company and if not addressed is a danger to the occurrence of the Golis telecommunication company. All the occurrence is not well explained as to the cause, the with the series of activities tailored towards employee enhancement being in nonexistence. Golis telecom tried to ensure employee enhancement to enable retention of the employees in order to stimulate their performance for organization excellence, the current study sought to find out if employee retention is responsible for performance of Golis Telecommunication or otherwise, it was based on this that a study on the effect of employee retention on organizational performance in Golis Telecommunication, Puntland, Somalia was conducted.

## **1.3 Purpose of the study**

The purpose of the study was investigated the effect of employee retention on organizational performance in Golis Telecommunication, Puntland, Somalia.

#### **1.4 Specific Objectives**

1. To establish the effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia.
2. To determine the effect of job embeddedness on organizational performance in Golis telecommunication company in Puntland- Somalia.
3. To assess the effect of job motivation on organizational performance in Golis telecommunication company in Puntland- Somalia.

#### **1.5 Research question**

- 1) What is the effect of employee satisfaction on organizational performance in Golis telecommunication company in Puntland- Somalia?
- 2) What is the effect of job embeddedness on organizational performance in Golis Telecommunication Company in Puntland- Somalia?
- 3) What is the effect of employee motivation on organizational performance in Golis telecommunication company in Puntland- Somalia?

#### **1.6 Hypotheses of the study**

H01 Job satisfaction has no significant effect on organizational performance in Golis Telecommunication Company in Puntland-Somalia.

H02 Job embeddedness has no significant effect on organizational performance in Golis Telecommunication Company in Puntland - Somalia.

H03 Job motivation has no significant effect on organizational performance in Puntland Telecommunication Company in Puntland- Somalia.

#### **1.7 Scope of study**

##### **1.7.1 Geographical scope**

This study was done in Golis telecommunication company in Puntland , Somalia. The headquarter of company is locating in the centre of Bosaso and also it has branches in other three regions of Puntland state.

### **1.7.2 Content scope**

This study was examined factors influencing employee retention of Golis Telecommunication Company in Puntland, Employee retention was looked at as under employee satisfaction, job embeddedness, and employee motivation. Whereas organizational performance was measured in terms of key performance indicators of productivity, sales performance, profitability and market growth

### **1.7.3 Time scope**

The study was covered historical period that ranges from 2017-2021. So that the study was enriched with a lot of information.

## **1.8 Significance of Study**

- The study can be useful for management of telecommunication industries and other stakeholders. The study will provide the management of Golis telecommunication company of Puntland, Somalia with the extent to which employee retention influences organizational performance in the company. Study findings therefore may bring out the key challenges that are facing employee retention in the company. This may help in improving on the performance of organization.
- The findings of this study will help in contributing to a better understanding of the relationship between employee retention and organizational performance. Nonetheless, it will overall help the growth of studies about the issue and will contribute to building the necessary steps to prove the need of high performance.
- Result of this research can be reference for other researcher who will conduct the same object with different perspective. It also help the employees to understand the importance of remaining in business long time.
- Research will improve the writer himself of research experience. The readers can get larger knowledge and information about a descriptive study on employee retention.
- The study will also help the researcher to fulfill the requirements for attaining a Masters Degree.

## **1.9 Operation and Definition of key terms**

### **1.9.1 Employee satisfaction:**

According to Nancy C. Morse (1997) “Satisfaction refers to the level of fulfillment of one’s needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets.” Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction, Bhatti & Qureshi, (2007).

### **1.9.2 Job embeddedness:**

In 2001, Mitchell et al. introduced job embeddedness as a combination of organizational attachment factors that offered an alternative explanation of employee retention. Job embeddedness is the degree to which employees are integrated into the employment organization and the community where they reside. Research outside of education suggests that turnover is lower when job embeddedness is relatively high (Mitchell, Holtom & Lee, 2001; Yao, Lee, Mitchell, Burton, & Sablinski, 2003; Zhang, Fried, & Griffeth, 2012). Job embeddedness has been coined as “the theory of staying” (Holtom & Inderrieden, 2006).

### **1.9.3 Employee Motivation:**

Motivation is defined as a psychosomatic process that directs a person to behave and react in a way that helps them to satiate certain unfulfilled needs (Latham G., 2011). Motivation is what provides the stimuli and direction towards which employees can execute their duties (Lauby S., (2005). Motivation can be broken into three distinct categories that depend on each other for success.

### **1.9.4 Organizational Performance:**

According to Richard et al., (2009) organizational performance encompasses three specific areas of firm outputs (a) financial performance (profit, return on assets, return on investment (b) products market performance (sales, market share etc) (c) shareholder return (total shareholder return, economic value added.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.0 Introduction**

This researcher in this chapter discusses the concept, opinions, and views of different scholars on employee retention on organizational performance. Therefore, this study discusses theoretical review, conceptual framework, related study and review of related literature.

#### **2.1 Theoretical Review**

Job embeddedness theory assumes that there are very strong factors that influence an employee to stick to his/her current job. Mitchel et al. (2001) defines job embeddedness as a new construct examining an employee's link with his workmates, his fit with the demands of the job, and his beliefs on the sacrifices he is likely to make when he leaves the current job. The important characteristics of job embeddedness include the extent to which the job relates to the society, the extent to which the employee relates with other colleagues in the organization, and the sacrifice the employee is willing to make if he/she changed her job (Khattak et al., 2012). The employer must provide a work environment which allows the employee to leverage community engagements and interpersonal relations. Young (2012) defines links as the connection between the employee and the people he works with. These might be the managers, the supervisors, and the wider community. The interconnectedness is further influenced by demographic characteristics like age, marital status, community activities, etc. Fit refers to the extent an employee values, goals and personal views are reflected in the culture of the organization where he/she works. The closer the views of the employee are to those of the organization, the higher the likelihood of the employee to stick to the same organization. On the other hand, sacrifices can be defined as the material and immaterial benefits the employee might miss out in case he lost the current job.

Ringl (2013) applied the job embeddedness theory to explain the choices employees make to stay in their current organizations. He shows that organizational embeddedness has a significant relationship with work engagement. In practice, employees who recognize a fit and a link with the current organization are likely to demonstrate high work engagements compared to those who lack both the fit and the links. Moses (2012) applied the job embeddedness theory to understanding the

importance of organizational identification. The author shows that job embeddedness helps employees to develop a number of different social and human capital. He however, shows that different organizations offer different opportunities to employees to develop their identity with the organization. The current study applied the job embeddedness theory to show how employee retention relates to organizational performance. Job embeddedness characteristics such as links and fit explain employee retention in local governments. Employees who feel satisfied with the work teams and groups in local governments, and are engaged to the wider community find it would be a loss if they left the local government. Additionally, employees who find that their goals (serving the public) match with the local government's constitutional goals, they find it would be a loss if they left the local government. This is because, if they as employees are engrained to serving the community, and find the local government with the same goals, they (employees) find themselves as fitting in the organizational wider context of service delivery.

The second theory also involves expectancy Theory and Employee Motivation unlike the Maslow's theory of hierarchy of needs which is focused on needs and explains an individual's actions and behavior on the basis of the needs the individual strives to fulfill, another theory, called the Expectancy theory deals with outcomes (pdfcast.org Blog). This theory explains a person's behaviour in terms of the outcome or the goals an individual wants to achieve. The individual then makes choices or seeks alternatives to get that outcome. The outcome should be attractive enough to cause an individual to start working for it. The goal should also be achievable. Expectancy theory links effort, performance and outcome.

The employee should have the belief that the more the effort, the better the performance and the better performance the higher will be the reward. The reward has to be fascinate the person to motivate him to work for it i.e. there should be a positive co-relationship between an individual's effort in performing a job and a desirable outcome for the individual which he values. This theory further asserts that the more they want of an extrinsic or intrinsic reward, the more determined the employee to get the outcome.

The employee must associate an emotional value with the outcome. This emotional value has been called valence. If the valence is positive the employee would prefer to achieve the outcome rather

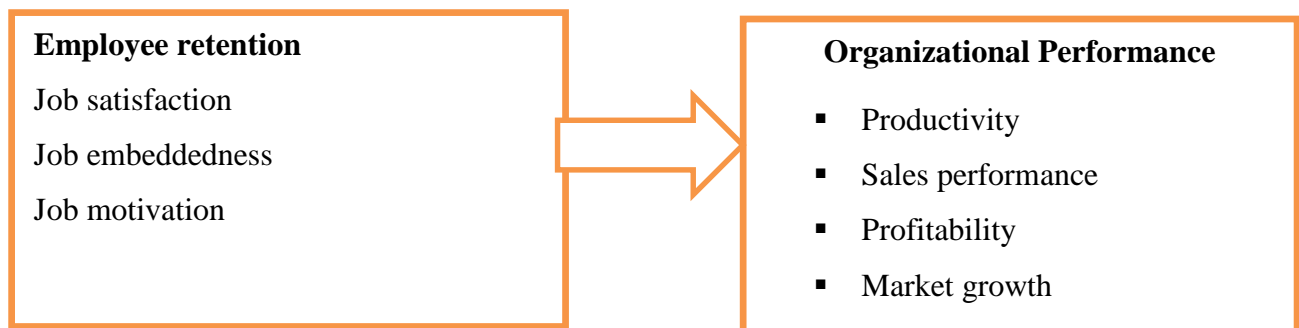
than not achieving it. Another variable related to Expectancy Theory is expectancy which refers to the individual's belief that the outcome can be achieved. Increasing expectancy in an organization can be done by training employees and thereby making them more confident in their abilities. The third variable in the expectancy theory is the instrumentality which is the means or actions required to get the outcome. To be motivated to do the work, the employee must trust that if the outcome is achieved, the person will get the reward. This in other words translates to an employee's personal outcome which is the reward i.e. if the employee takes certain steps he will be able to achieve the outcome which will result in the getting promised reward. Instrumentality requires establishing a relationship between the performance and the reward i.e. the employee should know what level of performance will bring what reward.

The employee also needs to have trust in fairness of the system i.e. belief that the system will accurately determine the performance and then give the reward accordingly. The expectancy theory is also sometimes called the valence instrumentality- expectancy theory industries must adopt different approaches to tackle to problem of employee retention.

## 2.2 Conceptual framework

### Independent Variable

### Dependent Variable



Source: Adopted from Alice (2013) and modified by the researcher (2022)

### Description of the framework

The figure above indicates researcher's conceptualization of variables, their relationship and how each related to one another amidst other intervening factor. The independent variable presents



employee retention which researcher views as job satisfaction, job embeddedness and job motivation. The study look to understand how these independent variables determine the level of organizational performance.

## **2.3 Review of Related Literature**

### **2.3.1 Effect of Job satisfaction on organizational performance**

Employee retention is related to a number of factors. One of the most important factors is job satisfaction. It is the most reliable factor in predicting employee turnover (Cotton & Tuttle, 1986). Job satisfaction can be linked to most of the levels of Maslow's hierarchy (Wikipedia). People need jobs to fulfill their everyday physical needs like food, clothing, accommodation and healthcare etc. For most people, job is a primary source of financial security; the better paying and more secure the job is, the more financially secure the individual feels. A job can also provide a sense of association and belonging. Most of the people associate themselves with the nature and place of their work. The nature of job and the organization where the employee works form dominant parts of a person's identity and status in society.

Singh and Pathak (2017) assert that aspects such as job insecurity, preconceived notions and premature evaluation are barriers to effective interpersonal relationships. Subsequently, the organization workplace becomes a conflict zone where individuals fight over opposing goals, values and priorities. Such conflict limits job satisfaction as employees lack motivation to work in such an environment. Kato, (2015) states that workplace interpersonal stressors correlate with psychological dysfunction, burnout and depressive symptoms.

Sajid and Siddiqui (2017) conducted a study to investigate the impact of organizational commitment and job satisfaction amongst bank employees. The study concluded that organizational commitment has significant positive correlation with job satisfaction among the respondents. This implies that having committed employees in the workforce helps boost the performance and productivity in the organization. Consequently, job satisfaction and commitment are fundamental qualities for employees as they heighten organization performance

Rose, Kumar and Pak, (2011) aimed at observing the connection job satisfaction and work performance by a sample of public service officials in Malaysia realize that organizational learning was establish to be positively akin to organizational commitment, job satisfaction, and work performance.

Raza, Rafique, Ali, Mohsin, and Shah, (2015) also conduct a study with the goal of probing the connection between job satisfaction and sales representative's performance with adaptive selling deeds of organizations, the study divulges that that there is a strong association of sales person performance and job satisfaction.

Vermeeren, Kuipers and Steijn, (2014) in a study aims to observe the affiliation concerning public organizational performance and workers management with specific emphasis on job satisfaction as a credible mediating variable between organizational performance and HRM, on the impact of a supervisor's management smartness on the application of human resource (HR) practices. However, their discoveries direct that job satisfaction is positively related to employee performance.

According to Stanley (2001) job satisfaction affect the productivity, tardiness and effectiveness of an organisation. He also maintains that high job satisfaction is related to high productivity, regardless of how job satisfaction is measured. According to Coetsee (cited by Pretorius, 2012:4) job satisfaction is directly related to absence from work and employee turnover. Faragher *et al.* (2005:105) concluded from the relationships they found, that job satisfaction levels is a crucial factor influencing the health and wellness of employees

Anik *et al.* (2013:1) argued that when employees are rewarded individually, it could have major negative effects for the organization. Competition starts among employees and they start keeping valuable information from each other, sometimes even at the expense of the company's output. It could also reduce the trust and teamwork in the organization.

### **2.3.2 Effect of job embeddedness on organizational performance**

Mitchell et al. (2001) developed a construct that threw more light on the factors encouraging employee retention. The JE model found three main determinants: fit, links and sacrifice where each determinant could be considered in relation to the job (internal embeddedness) on one hand

and the community or external environment (external embeddedness) on the other. The details of the determinants of JE are: Fit with factors such as career goals, personal values and future plans. It can be defined as how the comfortable the employee is with workplace elements.

Li Yongzhou et al. (2014) shows that job embeddedness has a positive effect on the innovation performance of R & D personnel in high-tech enterprises. Although job embeddedness was originally applied in the field of resignation, more and more scholars find that the embedding of work into the prediction of employee work results is also higher than other traditional variables with the in-depth study of job embeddedness.

Employee's job embeddedness in the relationship between performance and work, and not only plays a role, but to be affected and constrained by various factors. Embeddedness describes the interaction that occurs between an individual or organization and other institutions, organizations, or people in the environment. By embedding in different relational situations, individual or organization can obtain diversified output, which can promote or hinder its own development

Ren Shengang et al. (2011) analyzed the different effects of network embedded variables on innovation performance and the mediating role among them. Feng Zengtian and Hao Bin (2014) think that the higher the modularization of relational embedding is, the more significant the regulation of product innovation. Therefore, studying the regulatory effect of relational embedding on job embeddedness and job performance will broaden the research scope of relational embedding and open up new fields for future research.

Burtom and Sablynski (2010) argue that employees with high levels of job engagement can proactively improve job performance especially by reducing organizational redundancies, declining salary expectations, and poor performance of the company by improving organizational citizenship and overall performance. Wang Duanxu (2010) studied job embedding as an intermediate variable of incentives and job performance and considered that material returns, personal growth and individual respect can translate into substantive performance for enterprises when they are highly embedded in the work of science and technology personnel Enhance. Research by

Li Yongzhou et al. (2014) shows that job embeddedness has a positive effect on the innovation performance of R & D personnel in high-tech enterprises. Although job embeddedness was originally applied in the field of resignation, more and more scholars find that the embedding of work into the prediction of employee work results is also higher than other traditional variables with the in-depth study of job embeddedness

### **2.3.3 Effect of employees motivation on organizational performance**

Motivation is defined as a psychosomatic process that directs a person to behave and react in a way that helps them to satiate certain unfulfilled needs (Latham G., 2011). Motivation is what provides the stimuli and direction towards which employees can execute their duties (Lauby S., (2005). Motivation can be broken into three distinct categories that depend on each other for success. First of all, individual choices are driven by persistence, which reminds them of their unfulfilled needs. The choice taken will make an employee change their behavior in order to be in the right direction that would allow them to achieve those needs. Thirdly, there is the upholding of that behavior, which will go on until those needs and desires are achieved. Motivation however occurs differently in varying situations. Achieving a specific goal requires a particular motivational strategy and that same strategy cannot be used to achieve another goal.

In the study conducted by Mohamed (2012) on the banking efficiency and the impact of employee motivation in Nigeria revealed that, banks had an influence on banking productivity performance due to well motivated employees. His study which utilized primary data from a sample of 120 bank employees and analyzed descriptively, found that, there is a direct relationship between employee motivation and effectiveness of the banking. The research recommended two main things: employee happiness and appreciation for improving workplace morale

Nabi (2017) conducted a study about the impact of motivation on employee performances in banking sector in Bangladesh. The study used primary data that was collected from a sample of individuals who were selected and interviewed with a self-administrated questionnaire. The analysis was done through a descriptive statistical analysis method. The results obtained indicated that if employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals. The study recommended that, for any organization to operate

smoothly and without any interruption, motivation of employee cannot be replaced with anything else. The study showed that fully empowered employees are often happier which can help create a positive working environment that can be appreciated more by both employees and customers. The study influences bank performance and employee motivation as well as the relationship between employees' motivation and banking efficiency

The study by Ruge (2012) entitled; the impact of employee motivation on organizational performance in European countries highlighted various factors affecting employee morale. The study used both primary and secondary data that provided information for the study. Descriptive statistical methods, frequency analyses were used for the analysis of the data in order to address the research questions and objectives. The study found that there are factors affecting worker morale and inspecting the relation between hierarchical adequacy and the motivation of employees. The findings rationalized that confidence and appreciation have beneficial effects on the morale of employees. The more an organization increases the confidence and appreciation of workers, the greater the drive to work. The study also found out that there is a positive relationship between motivation of employees and productivity of organization. The study recommended organizations to put motivation as at the centre of the organizational strategies to enhance workers performance and ultimately achieve organizational performance.

Nduro (2012) conducted a study on the effect of motivation on the performance of Guaranty trust workers. The study used primary data from a sample of 150 workers of Guaranty trust bank. The study adopted the mixed approach research design, thus both quantitative and qualitative methods were used. Data was collected by the survey and questionnaire. Data analysis was carried out using SPSS. The findings show that indeed there is a relationship between motivation and performance at the workplace. The way employees were treated by management has an impact over their output. The research recommends that management should give importance to the employee motivation to survive amongst its competitors.

Muogbo(2013) conducted a study on how employee motivation has an impact on organizational performance of selected manufacturing firms in an embryo state. The study used descriptive statistics to answer three research questions posed in the study. The Correlation Coefficient was used to test the three hypotheses. The findings revealed that there is a significant relationship

between employee motivation and workers' performance. Extrinsic motivation has a major influence on the employee's performance. The researcher recommends that every organization should implement extrinsic rewards to increase productivity. The company should continually develop pay policies to motivate retain their employees

A study which was conducted by Lubuva (2008) in Tanzania on the impact of motivation on the performance of public and private organizations revealed that slight motivation, low stipend, unconducive working environment, openness and assembled unpaid obligations are among the serious issues that impede the productive working of the system of public organizations. The study recommended that public agencies create respectful work environments, improve remuneration, offer opportunities and pay their staff promptly. It would allow public agencies to retain professional workers, expand programs and attract more clients while boosting revenue. This makes public organizations more competitive

## **2.4 Related studies**

Employee retention and job satisfaction Davy et al., (1991) clearly stated the relationship between job security, job satisfaction and retention and highlighted that the results of insecurity among workforce results into job dissatisfaction. Abraham (1994) when comparing effectiveness of teaching, it is evidenced that faculties with high and medium level of satisfaction were more effective than those with low level of job satisfaction. Koh and Goh (1995), highlighted the significant factors that affect turnover intentions which were job satisfaction with respect to career growth, identity of company and financial rewards and results showed that the higher satisfaction over these factors causes lower turnover intentions. Vijaya Mani (2010) in a study to analyse employee job satisfaction and motivation used scorecard. It is found that if employees are dissatisfied, it is struggle for the employer to retain the knowledgeable people in the organization. Noltemeyer and Patrick (2014), it is proved in this study that there are certain responsibilities which accounts for job satisfaction. These are responsibility, work, good supervisor and employee recognition.

Employee retention and job satisfaction, Mike Johnson (2004) in his book "The new rules of engagement" described that one of the utmost organizational battles for the future 10 years and it is

the ability of the organization to engage employees to work with the business of the organization successfully. This is the hot topic currently i.e., in the 21st century and almost all the organizations are attempting to achieve this to their extent. Gemma Robertson-Smith and Carl Markwick (2005) in IES Engagement survey 2005 discussed that job satisfaction, feeling valued and involved, equal opportunity, health & safety, total service, ethnicity, communication and co-operation are employee engagement drivers in organizations. Hemsley and Fraser (2008) cited that higher employee engagement leads to low turnover of employees' i.e. high retention, high productivity and profits and return on investments.

Job embeddedness, there are important reasons for examining the relationship between job embeddedness and work engagement. First, although embeddedness infers that employees are enmeshed in a constraining web that keeps them in their jobs (Mitchell et al., 2001), it is not known if embedded individuals are actually engaged in their work. Understanding the dynamic between the two constructs and identifying relationships among their subdimensions may provide organizational psychologists additional clues as to how employees become engaged on-the-job and what may be related to lower employee engagement.

Organizational links. Because organizational links are characterized as formal **or** informal social ties to people in an organization, they can be viewed as a type of job resource that fosters work engagement. According to the job demands-resources model (JD-R model) (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), there are two types of work characteristics inherent in any type of job: job resources and job demands. Job resources are characterized as “aspects of a job that are functional in achieving work goals, may reduce job demands and the associated physiological and psychological costs, and stimulate personal growth, learning and development” (Mauno, Kinnunen, Makikangas, & Feldt, 2010, p. 112). Examples of job resources include social support, participation in decision-making, job control, and opportunity for advancement (Demerouti et al., 2001). Job demands refer to “physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs” (Demerouti et al., 2001, p. 501). Examples of job demands include workload, time pressures, and emotional demands.

Organizational fit. According to job embeddedness theory, a perception of fit between one's KSAs and the requirements of the job results in organizational fit (Mitchell et al., 2001). Also important in organizational fit is a level of perceived match between an employee's personal values, career goals, and aspirations and the organization's culture and direction. Thus, according to Mitchell et al. (2001), employees who perceive congruence between their own values and goals and those of their organizations are said to perceive high organizational fit. One plausible consequence of organizational fit may be that, when employees perform work that is highly tied to their KSAs and personal values, they tend to experience positive feelings that make them feel useful and thus realize that their efforts are worthwhile. Research on value congruence (e.g., Chatman, 1989; Kristof, 1996) has argued that when an organization expects a set of behaviors from employees that are closely tied (congruent) with how employees prefer to see themselves (their preferred self-image), employees are likely to fully invest their physical, psychological, and emotional effort into the set of duties that make up their jobs, thus, becoming more engaged on the job. In a similar vein, according to Maslach and Leiter (1997), fit between the characteristics of an individual and the environment of his or her job (i.e., person-job congruity), is related to engagement with one's job. Their work engagement model suggests that the greater the congruity between the job and the person, the greater the likelihood of work engagement. Following these similar theories, one would expect that as the perception of fit between one's KSAs and those required by his or her job, as well as fit between one's values, goals, and aspirations with those of the organization increases, work engagement is likely to increase. Thus, the following hypothesis is put forth.

Organizational sacrifice. An employee who has many social relationships with those at work, holds seniority over other coworkers, values particular benefits one's job, or has advancement opportunities may experience a high level of perceived sacrifice if he or she were to leave the job (Mitchell et al., 2001). According to the JD-R model (Bakker & Demerouti, 2007), these aspects of a job may be viewed as job resources because they are aspects of a job that are valued and motivating for employees. As such, employees may be reluctant to give up their colleagues, advancement opportunities, perks, and benefits. Conservation of resources theory (COR theory) (Hobfoll, 1989) posits that individuals seek to obtain, retain, and protect resources that they personally value. In this case, employees may be motivated to protect and maintain social resources such as familiar and developed relationships with colleagues, personal resources such as valued



benefits, and perks one may have attained such as seniority and status within a job. Hobfoll and Shirom (2001) maintain that in order to prevent the loss of these valued resources, individuals must invest personal resources to protect the loss of tangible external resources. In this case, one would argue that individuals invest their psychological, physical, and emotional energies to protect valued job resources; that is, they increase their level of work engagement into their job to preserve current job resources. Further, employees who highly value these resources are likely to perceive a high level of sacrifice needed to give up these resources and may potentially invest higher levels of physical and psychological energies to attain additional job resources they value (Hobfoll & Shirom, 2001). Following this argument, it is conceivable that employees who perceive a high level of organizational sacrifice would become engaged in their jobs.

Motivation and employee retention Organizations where money is used as an extrinsic motivation, intrinsic motivation usually drops, whereas, organizations where verbal praise and constructive feedback is used, intrinsic motivation increases. Intrinsic motivation like job security, task significance, feedback, task variety, autonomy, and authority, were found ominously and positively related to better employee retention (Mak & Sockel, 2001). On the other hand, extrinsic motivation like recognition, advancement, and relation with co-workers are related to employee cooperation (Lin, 2007). Similarly, non-financial motivation has an insignificant impact over employee retention, so management needs to offer more attractive packages for employee retention (Terera & Ngirande, 2014). Satisfied employees have a lesser turnover intentions. In contrast with that, it is also argued that financial reward are more important for motivating and retaining employees as compared to non-financial reward (Yousaf, Latif, Aslam, & Saddiqui, 2014). Literature to explore the worth of non-financial rewards for satisfaction of employees revealed that employee retention is based on the employee's job satisfaction (Haider, Fatima, Asad, & Ahmad, 2016). Besides the importance of financial motivation like salary, bonus, insurance etc, the non-financial motivation enhances and increases the morale of employees (Haider, Aamir, Hamid, & Hashim, 2015). But organizations use financial rewards, job characteristics, training, career development, recognition, employee management and work-life balance as tools to increase employee retention (Aguenza, 2012; Haider, Asad, Fatima, & Abidin, 2017). This clearly shows that the literature regarding intrinsic and extrinsic motivation is ambiguous and need to be analyzed further

## **2.5 Research Gap**

According to (Tymon, 2011) and (Mandhanya, 2015) (employee retention has become a key concept for organizations that aims to improve their performance, which has resulted in an increase of attention towards this subject in today's society. Employee retention is according to Allen (2008) a company's or an organization's capability of retaining its employees. Employee retention can also be seen as a strategy that organizations use in order to retain employees since it is related to the efforts made by the employers to keep its workforce (Allen, 2008). The study aims to fill missing contextual gap by establishing the role of employee retention on organizational performance in Golis telecommunication company Puntland Somalia. The researcher also filled the time and methodological gap by conducting a study in Golis telecommunication to address the concerns of the telecommunication industry in 2022 and address the gaps in time, context and methodology.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presented the research design, target population, Sample size, sampling procedure, data sources, data collection instruments, validity and reliability of the research instruments, data analysis, and ethical considerations.

#### **3.1 Research Design**

The study adopted a descriptive research design to establish whether the employee retention has an affected on organizational performance of Golis Telecommunication Company. The cross-sectional research design enabled the selection of a random sample made up of different categories of respondents. The design has a function of ensuring that evidence obtained in a study helps a researcher to answer the initial questions as clearly as possible (De Vaus, 2001). The research design was appropriate because it enabled the researcher to ask questions that concern employee retention and organizational performance.

The study also used the quantitative approach. The quantitative aspect focuses on testing variables measured with numbers and analyzed with.

#### **3.2 Target Population**

Target population is defined to the larger population to which the researcher eventually would like to A population is the total number of individuals in a defined group; a sample is a subset of the population (McIntyre, 1999).Generalize the results of the study (Mugenda, 2003).The target population of the study is 150 employee at Golis telecommunication company Puntland. (department, 2020).

#### **3.3 Sample Size**

The researcher used Slovene's formula sample size calculation formula to determine the sample size of this study. The researcher preferred to use this sample size formula because it users friendly,

had a minimal margin of error, it was more accurate and statistical in nature hence it provided an adequate sample size population for this study.

$$n = \frac{N}{1+N[e]^2}$$

Where; N = total population [150]

n= total sample size.

E= desired margin error [0.05]

$$n = \frac{6}{1+60[0.05]^2}$$

n= 53 respondents

**Table 3.1: Represent respondent of the study**

Categories	Target population	Sample size
Finance department	22	16
Marketing department	32	23
Logistic department	40	29
HR department	25	18
IT department	15	11
Accounting department	16	12
<b>Total</b>	<b>150</b>	<b>109</b>

### 3.4 Sampling Procedure

This research was used probability sampling through simple random sampling to select the desired respondents those are available and comfortable to participate filling questionnaire. The respondent included mainly Management staffs and employee (Golis Telecommunication Company Puntland. From the list of qualified respondents chosen based on the convenience sampling process used to finally select the respondents with consideration to the computed minimum sample size.

### **3.5 Data source**

The research used both primary and secondary data.

#### **3.5.1 Primary data sources**

The researcher obtained primary data by use of questionnaires

#### **3.5.2 Secondary sources**

The researcher also used data from reports and previous research work majorly from text books and internet.

### **3.6 Data collection instruments**

The data collection instrument in this study was basically questionnaires.

#### **3.6.1 Questionnaire**

Questionnaires by definition mean a set of printed questions addressed by the researcher to the respondent for him or her to answer and after answering return the questionnaires to the researcher. The questionnaires were administered personally by the researcher to the respondents and collected after time interval.

The questionnaires were used because they are cheap, quicker, they cover many respondents, and they are free from interview bias and give accurate information since respondents take their time to answer the questions. However, they have a disadvantage of non-despondence.

### **3.7 Validity and Reliability of the Instruments**

#### **3.7 .1 Validity of the instrument**

According to Leedy and Ormrod, (2015), validity is the extent to which the instrument measures what it is supposed to measure. To establish validity, the instruments was consulted with the supervisor and field experts for scrutiny, who went through the questionnaires against the research questions and was give necessary recommendations for improvement and any necessary adjustments before data will be collected. The questionnaire was given to three experts (Raters) who rated/ validated the research questionnaire.

According to Amin (2015), the validity of the instrument is determined by the formula:

$$CVI = \frac{\text{No of items considered as the relevant}}{\text{total number of questions in the instrument}}$$

**Equation: content validity index formula**

**Table 3.2: Determination of the validity of the instrument**

	<b>Relevant items</b>	<b>Not relevant</b>	<b>Total</b>
Rater 1	20	6	26
Rater 2	22	4	26
Rater 3	23	3	26
<b>Total</b>	<b>65</b>	<b>13</b>	<b>78</b>

$$CVI = \frac{65}{78} = 0.83$$

The above demonstrate that the CVI is 0.81 and this is greater than the minimum value of valid instrument which is 0.7 implying that the instrument is valid.

### **3.7.2 Reliability of the instruments**

Reliability is a measure of the degree to which research instruments yield consistent results or data after repeated trials, (Amin, 2011). To ensure reliability of the study, the test re-test method was applied. This involved administering the same questionnaire to 15 employees at an interval of two weeks then comparing the two scores. This is aimed at finding out if the results are consistent. The survey instruments was subjected to overall reliability analysis by calculating the Cronbach Alpha a test with reliability of values greater or equal to 0.7 is acceptable indicator of internal consistency, that is, items correlate highly among themselves (Dawson, 2019). This study accepted values greater or equal to 0.7. The tools were translated into the local language easily used to declare an instrument reliable.

This entails that the study would be carried out in a manner which ensures internal consistency and efficient reliable.

**Table 3.3: Cronbach's Alpha**

<b>Construct Variable</b>	<b>Cronbach's Alpha</b>	<b>Number of items</b>
Job satisfaction	0.78	5
Job Embeddedness	0.85	5
Job Motivation	0.92	5
Organizational performance	0.72	11
<b>Mean</b>	<b>0.81</b>	<b>26</b>

The mean of the reliability is established at 0.81 therefore the internal consistency (Reliability) of the instrument was confirmed. Results with the alpha coefficient from the findings indicate that the instrument was acceptable and reliable because it was greater than 0.7.

### **3.8 Data Analysis**

The quantitative data was collected. Quantitative data analysis was done using Microsoft Office, SPSS, regression analysis. Mean distribution and percentages was used for the quantitative data analysis. It was also use to determine the proportion of respondents choosing the various responses. This was done for each group of items relating to the research questions. The proportions present the diverse views of employees on the various sub-issues.

### **3.9 Ethical Considerations**

Respondents shall assure that the responses they give us, was used with complete confidentiality and for the purpose of the research study only. The researcher also took individual responsibility for the conduct and consequences of the research by adhering to the time schedule agreed upon with the officers and management. The researcher was opened and honest when dealing with respondents.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS**

#### **4.0 Introduction**

The purpose of the study was investigated the effect of employee retention on organizational performance in Golis Telecommunication, Puntland, Somalia. The study objectives were to establish the effect of Job satisfaction on organizational performance, secondly was to determine the effect of job embeddedness on organizational performance in Golis Telecommunication Company in Puntland- Somalia and thirdly the study set to assess the effect of Job motivation on organizational performance in Golis Telecommunication Company in Puntland- Somalia. This chapter present the results of the study based on bio-data of the respondents, descriptive statistics based on mean and standard deviation and factor analysis then finally simple linear regression was employed to determine the effect of employee retention constructs of job satisfaction, job embeddedness and job motivation and on organizational performance in Golis Telecommunication Company in Puntland- Somalia.

#### **4.1 Response Rate**

These measures the number of responses attained on the questionnaires that were sent in the respondents. The information for the study was attained from 102 questionnaire responses out of the 109 questionnaires that were sent and schedules conducted.

**Table 4.1: Response Rate for the respondents**

<b>Response</b>	<b>Sample</b>	<b>Response</b>
Questionnaire	109	102(93.5%)

**Source: Primary Data, 2022**

The results from the field show that 102 responses were attained out of the 109 questionnaires which were sent in the field representing 93.5% of the study, the findings show that information was attained from reasonable respondents of the study. The findings were in agreement with those of Sanders (2007) who provided that a response rate of 70% and above is very adequate and



sufficient when collecting and analyzing quantitative data. Therefore a response rate of 93% is very adequate in the study.

#### **4.2 Demographic Characteristics of the respondents**

The demographic characteristics of the respondents are dimensioned along the gender, education, age, marital status and work experience. These findings inform the data collection and are sufficient in explaining the study. The different demographic characteristics are analyzed and presented in table 4.2;

##### **4.2.1 Gender of respondents**

Here the researcher set to determine the gender of the respondents composition. The findings concerning the study in this regard are provided in the tabulations provided in the Table 4.2.

**Table 4.2: Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	58	56.9
Female	44	43.1
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Primary Data, 2022**

Results in Table 4.2 show that gender of respondents indicating that male respondents were majority with 58(56.9%) of the respondents, female respondents were 44(43.1%) respondents. The study findings for the study indicate that the study was attained from the respondents with appropriate information for the study. Data was attained from all the respondents for the study hence gender is not doubted on the study. The study implies that the schools studied employ both male and females for the study.

##### **4.2.2 Age of respondents**

Here the researcher set to determine the age of the respondents. The study findings based on the study are provided in Table 4.2 provided here under.

**Table 4.3: Age of the respondents**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
18-27 Years	13	12.7
28-37 Years	28	27.5
38-47 Years	39	38.2
Above 48 Years	22	21.6
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Primary Data, 2022**

Results in Table 4.3 on the age of the respondents indicate that 39(38.2%) respondents were in the age of 38-47 years while the respondents in the age of 28-37 years were 28(27.5%) respondents, then those above 48 years were 22(21.6%) respondents and finally 18-27 years had 13(12.7%) respondents for the study. The study indicates that information was attained from significant mature respondents in the study, information attained is deemed to be from reasonable and understanding respondents for the study.

#### **4.2.3 Findings on education of respondents**

Here the researcher was interested in gathering information on the education of respondents and information got was presented in the table below.

**Table 4.4: Show education of the respondents**

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
Certificate	6	5.9
Diploma	17	16.7
Bachelors	62	60.8
Post Graduate	17	16.7
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Primary Data, 2022**

Findings in table 4.4 indicate that the majority respondents were bachelors holders who were 62(60.8%) of the respondents then diploma holders and postgraduate respondents were 17(16.7%) and 17 (16.7%) respectively while certificate holders were 6(5.9%) of the respondents. The findings based on the study indicate that majority respondents were well educated and therefore the information obtained from them can be relied on for the purpose of this study. It is of no doubt therefore that information is attained from highly educated respondents. Information can therefore be relied on for decision making in this topic.

#### **4.2.4 Time of Work of Respondents**

Here the researcher provided information for the study, the findings based on the time of work/ working experience for the respondents as provided in Tabulations provided in Table 4.5.

**Table 4.5: Time of work of respondents**

<b>Time of respondents</b>	<b>Frequency</b>	<b>Percent</b>
Less than 3 years	18	17.6
3- 6 Years	21	20.6
7-10 years	34	33.3
Above 10 years	29	28.4
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source: Primary Data, 2022**

Results in Table 4.5 on the time of work of respondents indicate that majority respondents were 7-10 years were 34(33.3%) respondents, then those above 10 years were 29(28.4%) respondents then those of 3-6 years were 21(20.6%) and those of less than 3 years were 18(17.6%) of the study. The study findings indicate that respondents attained information from the field provided in the field indicating that the respondents provided information has been attained for a long period of time.

### 4.3 Effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia

The first study objective was to establish the effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia. The results based on the study first presented the information on the job satisfaction and that of organization performance in Golis Telecommunication companies in Puntland- Somalia. This sub-section present information on job satisfaction and then on organization performance then provide simple linear regression analysis to determine the effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia

#### 4.3.1 Job satisfaction in Golis telecommunication company Puntland- Somalia

**Table 4.6: Job satisfaction in Golis telecommunication company Puntland- Somalia (n=102)**

<b>Job satisfaction</b>	<b>Mean</b>	<b>Std. D</b>	<b>Interpretation</b>
I feel I am fairly paid and compensated in comparison with my experience and qualifications	2.970	1.214	Moderately high
I receive with all training necessary for me to perform my job	2.872	1.240	Moderately high
The organization's rules makes it easy for me to do good job	3.166	1.305	Moderately high
I find my job interesting and creative	3.166	1.305	Moderately high
I believe that the quality review system used to measure performance is well structured	3.402	1.409	High
<b>Average Mean</b>	<b>3.098</b>	<b>.888</b>	<b>Moderately high</b>

**Source: Primary Data, 2022**

Results in Table 4.6 show findings on the state of job satisfaction in Golis telecommunication company Puntland- Somalia. The study findings reveal that the mean responses were 3.098, standard deviation of .888 interpreted as moderately high. The study findings based on the information attained reveal that the majority respondents reveal that the employees are moderately satisfied in the pursuit of their work.

The first item sought to establish whether employees feel fairly paid and compensated in comparison with my experience and qualifications, the mean was 2.970, standard deviation was 1.214 interpreted as moderately high. The study findings based on the study reveal that there is a fairly good feel of the compensation in the experiences of the qualifications and life.

The second item sought to determine whether employees receive with all training necessary for me to perform my job, the mean responses were  $M=2.872$ , standard deviation was 1.240 interpreted as moderately high, the findings are interpreted as fairly good implying that there is moderate training provided to the employees in Golis telecommunication company.

Another item sought to determine whether the organization's rules make it easy for me to do good job had the mean of 3.166, Standard deviation of 1.305 interpreted as moderately high, the study findings based on the information attained indicate and imply that the status of the rules making is generally fairly prevailing in Golis telecommunication company.

On whether the employees find jobs interesting and creative, the mean response was 3.166, standard deviation was 1.305 interpreted as moderately high, the study findings point to the fact that the employee work has moderate level of interest and creativity.

The last item sought to determine whether employees believe that the quality review system used to measure performance is well structured, the mean responses were 3.402, standard deviation was 1.409 interpreted as high, the study findings for the study indicate that the employees work quality reviews prevails though not in an extensive form of the company (Golis telecommunications).

#### 4.3.2 Organizational performance in Golis telecommunication company Puntland- Somalia

**Table 4.7: Descriptive statistics on Organizational performance in Golis telecommunication company Puntland- Somalia (n=102)**

<b>Descriptive statistics on Organizational performance</b>	<b>Mean</b>	<b>Std. D</b>	<b>Interpretation</b>
There is increased productivity among the employees in Golis telecommunication	2.754	1.396	Fairly good
The organization does product innovations in a frequent manner	3.078	1.390	Fairly good
The company has attained increase in customers over the last 4 years	3.264	1.434	Fairly good
The market segments served have increased over the last 4 years	3.215	1.279	Fairly good
The company realized increase in sales volumes over the last 4 years	3.107	1.363	Fairly good
The company revenue from sales has increased in the last 4 years	3.294	1.397	Fairly good
The employee general output has generally increased over time	3.372	1.349	Fairly good
The company has realized increased profits in the operations	3.235	1.372	Fairly good
There company ensures cost reduction in their operations	2.500	1.437	Poor
The company services are provided in a timely manner	3.068	1.510	Fairly good
The company service provided is cost effective compared to other providers	3.343	1.076	Fairly good
<b>Average Mean</b>	<b>3.111</b>	<b>.611</b>	<b>Fairly good</b>

**Source: Primary Data, 2022**

Findings in Table 4.7 show the descriptive statistics on organizational performance in Golis telecommunication company Puntland- Somalia. The study findings had the mean of 3.111, standard deviation was .611 interpreted as fairly good. The study findings indicate that Golis telecommunication performance has experienced both lows and highs, the performance have been generally occurring in moderate manner as illustrated in the responses enumerated here under.

The first items on whether there is increased productivity among the employees in Golis telecommunication had the mean of 2.754, standard deviation of 1.396 interpreted as fairly good. The study findings based on the results indicate that there is moderate level of productivity in the Golis telecommunication company

The organization does product innovations in a frequent manner had that 3.078 mean was attained with the responses of fairly good. The standard deviation was 1.390 interpreted as fairly good, the findings show that the state of the innovation in the organization innovation is generally moderate.

On the aspect of whether the company has attained increase in customers over the last 4 years had the mean of 3.264, standard deviation was 1.434 interpreted as fairly good. The study findings point to the fact that the company has attained some moderate increase in the customer base in the 4 years ago.

It was found that the market segments served have increased over the last 4 years with the mean of 3.215, standard deviation of 1.279 interpreted as fairly good. The study results indicate that that state of the market segments served has moderately prevailed in increment for the period of years ago.

On whether the company realized increase in sales volumes over the last 4 years, the study findings revealed that the mean was 3.107, standard deviation was 1.363 interpreted as fairly good. The findings indicate that Golis telecommunication company volumes have generally increased in their operations.

The company revenue from sales has increased in the last 4 years with the mean of 3.294, standard deviation was 1.397 interpreted as fairly good, the study findings imply that there is revenue from sales increase over the last year's existence of Golis Company.

Results on whether the employee general output has generally increased over time, the mean responses were 3.372, standard deviation was 1.349 interpreted as fairly good, the state of the employee output is existing in quite moderate terms in Golis telecommunication companies.

On whether the company has realized increased profits in the operations, the study results attained the mean of 3.235, standard deviation was 1.372 interpreted as fairly good. The study findings indicate that there are moderate level profits attained from Golis telecommunication companies.

The company ensures cost reduction in their operations with the mean of 2.500, the standard deviation was 1.437 interpreted as poor. The study findings based on the study indicate that the state of the cost reduction in the operations were generally existence in Golis telecommunication company.

The company services are provided in a timely manner had the mean response of 3.068, standard deviation was 1.510 interpreted as fairly good. The study findings based on the information attained from the field indicate that the company services are done in a timely manner.

Finally, the researcher sought to determine whether Golis company service provided is cost effective compared to other providers, the mean responses were 3.343, standard deviation were 1.076 interpreted as fairly good. The study findings indicate that the company has moderate cost management with the stakes of the resources deemed as fairly existence in the Golis telecommunication in Somalia.



### 4.3.3 Regression analysis (Effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia)

**Table 4.8: Regression analysis (Effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia (n=102))**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 <sup>a</sup>	.280	.273	.52162

a. Predictors: (Constant), Job Satisfaction

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.594	1	10.594	38.935	.000 <sup>b</sup>
	Residual	27.209	100	.272		
	Total	37.802	101			

a. Dependent Variable: Organisation Performance

b. Predictors: (Constant), Job Satisfaction

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.018	.188		10.728	.000
	Job Satisfaction	.364	.058	.529	6.240	.000

a. Dependent Variable: Organisation Performance

**Source: Primary Data, 2022**

Results in table 4.8 above on the effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia, the r-value (coefficient of determination attained) was provided with an adjusted  $r = .273$ , implying that the job satisfaction has a 27.3% effect on performance of Golis telecommunication company of Puntland Somalia. The standard error estimate was .52162 indicating closeness of the data further revealing that the Jobs satisfaction has a low effect on the performance of Golis telecommunication company.

The ANOVA table reveal that there was a significant effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia. The results are justified by the Sig value of 0.000 which is below the level of significance of 0.05. Meaning that job satisfaction significantly affects performance of Golis Telecommunication Company. The results indicate a low but significant effect of job satisfaction on the performance of Golis Telecommunication Company

Concerning the coefficients the study reveals that both coefficients of independent and dependent variable (job satisfaction and organisation Performance) levels of significance are below the level of minimum significance level of 0.05 confidence interval at 000 and 0.000 respectively. Indicating that job satisfaction is statistically related with performance of Golis Telecommunication Company. The researcher rejects the null hypothesis which stated that job satisfaction has no significant effect on organizational performance in Golis Telecommunication Company in Puntland-Somalia. The study argues that job satisfaction induces the organizational performance in Golis telecommunication company Puntland- Somalia.

#### **4.4 Effect of job embeddedness on organizational performance in Golis Telecommunication Company in Puntland- Somalia**

The second study objective was to determine the effect of job embeddedness on organizational performance in Golis Telecommunication Company in Puntland- Somalia. The results based on the study first presented the information on the job embeddedness in Golis Telecommunication companies in Puntland- Somalia. This sub-section present information on job embeddedness and then simple linear regression analysis to determine the effect of job embeddedness on organizational performance in Golis telecommunication company Puntland- Somalia

#### 4.4.1 Job embeddedness in Golis Telecommunication Company in Puntland- Somalia

**Table 4.9: Descriptive statistics on Job embeddedness in Golis Telecommunication Company in Puntland- Somalia**

<b>Descriptive statistics on Job embeddedness</b>	<b>Mean</b>	<b>Std. D</b>	<b>Interpretation</b>
I feel that my team leader and effectively and clearly communicates the required tasks to me	3.068	1.244	Fairly good
I have learned many new job skills in this position	3.274	1.236	Fairly good
I like the members of my work group	3.196	1.274	Fairly good
There are reasonable opportunities for my career progression in the organization.	3.186	1.384	Fairly good
I would like the opportunity to participate in cross-departmental work	3.137	1.462	Fairly good
<b>Average Mean</b>	<b>3.138</b>	<b>.934</b>	Fairly good

**Source: Primary Data, 2022**

Results in Table 4.9 show descriptive statistics of job embeddedness in Golis Telecommunication Company in Puntland- Somalia, the study indicate that the average mean was 3.138, standard deviation was .934 interpreted as fairly good. The study results attained from the field in this regard contend that Job embeddedness in the telecommunication company generally existing in a moderate form and manner.

The first item in the regard to whether employees feel that my team leader and effectively and clearly communicates the required tasks to me, the mean responses attained were 3.068, and standard deviation was 1.244 interpreted as fairly good. The findings show that employees feeling in the leadership for effectiveness in communication needed in the responses attained in the study.

Secondly on the aspect of whether I have learned many new job skills in this position had the mean of 3.274 the standard deviation was 1.236 interpreted as fairly good. The study findings based on the field indicate that there are learnt job skills in the employment of the organizations.

There are reasonable opportunities for my career progression in the organization had the mean of 3.186, the standard deviation was 1.384 interpreted as fairly good. The findings indicate that there are moderate reasonable opportunities for the career progress in the Golis telecommunication company.

There are reasonable opportunities for my career progression in the organization had mean of 3.186 interpreted as 1.384 interpreted as fairly good. The study indicates that the responsibilities indicated as opportunities for the career progress in the organizations.

I would like the opportunity to participate in cross-departmental work had the mean of 3.137, the standard deviation was 1.462 interpreted as fairly good. The study findings indicate that the state of opportunities in participation for the department works.

#### **4.4.2 Regression analysis on effect of job embeddedness on organizational performance in Golis Telecommunication Company in Puntland- Somalia**

**Table 4.10: Regression analysis on effect of job embeddedness on organizational performance in Golis Telecommunication Company in Puntland- Somalia**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553 <sup>a</sup>	.306	.299	.51216

a. Predictors: (Constant), Job embeddedness

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.572	1	11.572	44.115	.000 <sup>b</sup>
	Residual	26.231	100	.262		
	Total	37.802	101			

a. Dependent Variable: Organisation Performance

b. Predictors: (Constant), Job embeddedness

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.010	.179		11.251	.000
	Job embeddedness	.362	.055	.553	6.642	.000

a. Dependent Variable: Organisation Performance

**Source: Primary Data, 2022**

Results in table 4.10 above on the effect of job embeddedness on organizational performance in Golis telecommunication company Puntland- Somalia, the r-value (coefficient of determination attained) was provided with an adjusted  $r = .299$ , implying that the job embeddedness has a 29.9% effect on performance of Golis telecommunication company of Puntland Somalia. The standard error estimate was .51216 indicating closeness of the data further revealing that the Jobs embeddedness has a low but significant effect on the performance of Golis telecommunication company.

The ANOVA table reveal that there was a significant effect of job embeddedness on organizational performance in Golis telecommunication company Puntland- Somalia. The results are justified by the sig value of 0.000 which is below the level of significance of 0.05, meaning that job satisfaction significantly affects performance of Golis Telecommunication Company. The results indicate a low but significant effect of job satisfaction on the performance of Golis Telecommunication Company

Concerning the coefficients the study reveals that both coefficients of independent and dependent variable (job embeddedness and organisation Performance) levels of significance are below the level of minimum significance level of 0.05 confidence interval at 000 and 0.000 respectively. Indicating that job embeddedness is statistically related with performance of Golis Telecommunication Company. The researcher rejects the null hypothesis which stated that job embeddedness has no significant effect on organizational performance in Golis Telecommunication Company in Puntland-Somalia. The study argues that job embeddedness induces the organizational performance in Golis telecommunication company Puntland- Somalia.

#### **4.5 Effect of job motivation on organizational performance in Golis Telecommunication Company in Puntland- Somalia.**

The third study objective was to assess the effect of job motivation on organizational performance in Golis Telecommunication Company in Puntland- Somalia. The results based on the study first presented the information on the job motivation in Golis Telecommunication companies in Puntland- Somalia. This sub-section present information on job motivation and then simple linear

regression analysis to determine the effect of job motivation on organizational performance in Golis telecommunication company Puntland- Somalia

#### 4.5.1 Job motivation in Golis Telecommunication Company in Puntland- Somalia

**Table 4.11: Descriptive on Job motivation in Golis Telecommunication Company in Puntland- Somalia**

<b>Descriptive on Job motivation</b>	<b>Mean</b>	<b>Std. D</b>	<b>Interpretation</b>
I receive the right amount of support and guidance from my direct supervisor.	2.754	1.410	Fairly good
I am satisfied with the non-monetary benefits offered by the organization	2.852	1.367	Fairly good
I believe that high quality work is recognized and appreciated	2.686	1.528	Fairly good
I feel that the performance bonus structure fairly rewards my efforts.	2.823	1.498	Fairly good
I feel that management shows genuine interest in fixing the issues/problems in my role	2.862	1.528	Fairly good
<b>Average mean</b>	<b>2.835</b>	<b>1.085</b>	<b>Fairly good</b>

**Source: Primary Data, 2022**

Table 4.11 show descriptive statistics on the level of Job motivation in Golis Telecommunication Company in Puntland- Somalia, the findings for the study indicate that the mean responses were 2.835 and the standard deviation is 1.085 interpreted as fairly good. The study based on the findings indicates that the status of motivation in the jobs is generally fairly provided and existing in Golis Telecommunication Company.

The results on whether I receive the right amount of support and guidance from my direct supervisor, the mean responses was 2.754, standard deviation was 1.410 interpreted as fairly good meaning that the amount of support and guidance for supervision is generally moderately well in Golis telecom company.

On whether the employees are satisfied with the non-monetary benefits offered by the organization, it was found that the mean responses were 2.852, standard deviation was 1.367 interpreted as fairly

good. The study results based on information attained indicate that non-monetary values are offered to the employees.

On whether I believe that high quality work is recognized and appreciated, the study values was 2.686 mean and standard deviation was 1.528 interpreted as fairly good, the study results indicate that the quality of work recognition is generally appreciated in the company.

The researcher also sought to find out on how the employees feel that the performance bonus structure fairly rewards my efforts, the mean responses were 2.823, and standard deviation was 1.498 interpreted as fairly good. The study indicates that the employees attain performance bonuses in the organization.

On whether the employees feel that management shows genuine interest in fixing the issues/problems in my role, the results attained was 2.862, the standard deviation was 1.528 interpreted as fairly good. The study results contend in agreement that employees feel that management has genuine interests in the company.

#### 4.5.2 Effect of job motivation on organizational performance in Golis Telecommunication Company in Puntland- Somalia

**Table 4.12: Effect of job motivation on organizational performance in Golis Telecommunication Company in Puntland- Somalia**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 <sup>a</sup>	.436	.430	.46189

a. Predictors: (Constant), Job Motivation

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.468	1	16.468	77.191	.000 <sup>b</sup>
	Residual	21.334	100	.213		
	Total	37.802	101			

a. Dependent Variable: Organisation Performance

b. Predictors: (Constant), Job Motivation

##### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.092	.128		16.287	.000
	Job Motivation	.372	.042	.660	8.786	.000

a. Dependent Variable: Organisation Performance

#### Source: Primary Data, 2022

Results in table 4.12 above on the effect of job motivation on organizational performance in Golis telecommunication company Puntland- Somalia, the r-value (coefficient of determination attained) was provided with an adjusted  $r = .430$ , implying that the job motivation has a 43% effect on performance of Golis telecommunication company of Puntland Somalia. The standard error



estimate was .46189 indicating closeness of the data further revealing that job motivation has a moderate significant effect on the performance of Golis telecommunication company.

The ANOVA table reveal that there was a significant effect of job motivation on organizational performance in Golis telecommunication company Puntland- Somalia. The results are justified by the sig value of 0.000 which is below the level of significance of 0.05, meaning that job motivation significantly affects performance of Golis Telecommunication Company. The results indicate a moderate significant effect of job motivation on the performance of Golis Telecommunication Company

Concerning the coefficients the study reveals that both coefficients of independent and dependent variable (job motivation and organisation Performance) levels of significance are below the level of minimum significance level of 0.05 confidence interval at 000 and 0.000 respectively. Indicating that job motivation is statistically related with performance of Golis Telecommunication Company. The researcher rejects the null hypothesis which stated that job motivation has no significant moderate effect on organizational performance in Golis Telecommunication Company in Puntland-Somalia. The study argues that job motivation induces the organizational performance in Golis telecommunication company Puntland- Somalia.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter discusses, concludes and recommends based on the findings of the study that have been interpreted, discussed and presented in chapter. The discussion, conclusions and recommendations are based on the following objectives:

#### **5.1 Discussion of the findings**

The discussion of the findings were discussed basing on objectives

##### **5.1.1 Job satisfaction and organizational performance in Golis telecommunication company Puntland Somalia**

Results in table 4.8 above on the effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia, the r-value (coefficient of determination attained) was provided with an adjusted  $r = .273$ , implying that the job satisfaction has a 27.3% effect on performance of Golis telecommunication company of Puntland Somalia. The findings reveal that there was a significant effect of job satisfaction on organizational performance in Golis telecommunication company Puntland- Somalia, the Sig value of 0.000 which is below the level of significance of 0.05.

The study found a low statistically significant effect of Job satisfaction on performance of Golis Telecommunication Company. The research findings indicate that job satisfaction has significantly generated performance Golis Company although this is to low levels. The study results are in agreement with those of Sajid and Siddiqui (2017) conducted a study to investigate the impact of organizational commitment and job satisfaction amongst bank employees. The study concluded that organizational commitment has significant positive correlation with job satisfaction among the respondents. This implies that having committed employees in the workforce helps boost the performance and productivity in the organization. Even in agreement with those of Rose, Kumar and Pak, (2011) aimed at observing the connection job satisfaction and work performance by a sample of public service officials in Malaysia realize that organizational learning was establish to be positively akin to organizational commitment, job satisfaction, and work performance. Also in agreement with Raza, Rafique, Ali, Mohsin, and Shah, (2015) who conducted a study with the goal of probing the connection between job satisfaction and sales representative's performance with

adaptive selling deeds of organizations, the study divulges that there is a strong association of sales person performance and job satisfaction.

### **5.1.2 Job embeddedness and organizational performance in Golis telecommunication company Puntland Somalia**

Results in table 4.10 above on the effect of job embeddedness on organizational performance in Golis telecommunication company Puntland- Somalia, the r-value (coefficient of determination attained) was provided with an adjusted  $r = .299$ , implying that the job embeddedness has a 29.9% effect on performance of Golis telecommunication company of Puntland Somalia. The findings indicate that job embeddedness has a statistically significant effect on performance of Golis telecommunication company Puntland-Somalia, this is justified by the sig value of 0.000 which is below the level of significance of 0.05, meaning that job satisfaction significantly affects performance of Golis Telecommunication Company. The study found that Job embeddedness has significant but low effect on organizational performance in Golis telecommunication company Puntland Somalia. The study results based on the findings indicate that presence of Job embeddedness generate low but significant organization performance. The findings are in agreement with those of Li Yongzhou et al. (2014) who show that job embeddedness has a positive effect on the innovation performance of R & D personnel in high-tech enterprises. Although job embeddedness was originally applied in the field of resignation, more and more scholars find that the embedding of work into the prediction of employee work results is also higher than other traditional variables with the in-depth study of job embeddedness. Even in agreement with those of Ren Shengang et al. (2011) analyzed the different effects of network embedded variables on innovation performance and the mediating role among them. The results also agree with those of Wang Duanxu (2010) whose study indicate that job embeddedness as an intermediate variable of incentives and job performance and considered that material returns, personal growth and individual respect can translate into substantive performance for enterprises when they are highly embedded in the work of science and technology personnel Enhance.

### **5.1.3 Job motivation and organizational performance in Golis telecommunication company Puntland Somalia**

Results in table 4.12 the effect of job motivation on organizational performance in Golis telecommunication company Puntland- Somalia, the r-value (coefficient of determination attained) was provided with an adjusted  $r = .430$ , implying that the job motivation has a 43% effect on performance of Golis telecommunication company of Puntland Somalia, it was found that there was a statistically significant effect of job motivation and organizational performance in Golis telecommunication company Puntland Somalia ( $P\text{-value} = 0.000$ ). The results are justified by the sig value of 0.000 which is below the level of significance of 0.05, meaning that job motivation significantly affects performance of Golis Telecommunication Company.

The study found that Job motivation is significant in inducing the performance of Golis Telecommunication Company. The findings indicate that a moderate significant effect was detected between job motivation and performance of Golis Telecommunication Company. The study findings imply that the state of job motivation is a significant inducer to the performance of Golis Telecommunication Company. The results agree with those of Mohamed (2012) who contend that banking efficiency and the impact of employee motivation in Nigeria revealed that, banks had an influence on banking productivity performance. The study found that, there is a direct relationship between employee motivation and effectiveness of the banking. The findings also agree with the findings of Nduru (2012) conducted a study on the effect of motivation on the performance of Guaranty trust workers. The study used primary data from a sample of 150 workers of Guaranty trust bank. The findings show that indeed there is a relationship between motivation and performance at the workplace and finally in agreement with those of Nabi (2017) who conducted a study about the impact of motivation on employee performances in banking sector in Bangladesh. The results obtained indicated that if employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals.

## **5.2 Conclusion**

### **5.2.1 Objective One: Job satisfaction and organizational performance in Golis telecommunication company Puntland Somalia**

The study found a low statistically significant effect of Job satisfaction on performance of Golis Telecommunication Company. The study concludes that the presence of Job satisfaction in Golis

does a significant effect on performance of the company. The study conclude that the presence of enhanced job satisfaction is key in developing the performance for the company, the study conclude that parameters developed to job satisfaction can generate the financial health of Golis telecommunication company.

### **5.2.2 Objective Two: Job embeddedness and organizational performance in Golis telecommunication company Puntland Somalia**

The study found that Job embeddedness has significant but low effect on organizational performance in Golis telecommunication company Puntland Somalia. The study concludes that job embeddedness is an avenue that can generate performance of Golis telecom. The study concludes hence that the avenues for the stimulation of the embeddedness for the employees induce their loyalty to the performance increments among the employees.

### **5.2.3 Objective Three: Job motivation and organizational performance in Golis telecommunication company Puntland Somalia**

The study found that Job motivation is significant in inducing the performance of Golis Telecommunication Company. The study findings imply that the state of job motivation is a significant inducer to the performance of Golis Telecommunication Company. The results conclude that the presence of the job motivation generally induces the performance levels of the employees in Golis telecommunication. The study concludes that generation of means for the motivation in jobs can induce the performance of the entire Golis Company.

## **5.3 Recommendations**

### **5.3.1 Objective One: Job satisfaction and organizational performance in Golis telecommunication company Puntland Somalia**

The study results based on the information attained indicate that job satisfaction is significant in rendering the performance of the company. The study found a low statistically significant effect of Job satisfaction on performance of Golis Telecommunication Company. The research findings indicate that job satisfaction has significantly generated performance Golis Company although this is to low levels. Based on this, the researcher makes the following recommendations;-

The study recommends that mechanisms for job determination and measures need to be well assessed. The study recommends further that development of mechanisms towards the design of jobs and job specifications are necessary in order to make the jobs enjoyable and hence performance enhancement by the employees to attain performance of the company.

### **5.3.2 Objective Two: Job embeddedness and organizational performance in Golis telecommunication company Puntland Somalia**

The study found that Job embeddedness has significant but low effect on organizational performance in Golis telecommunication company Puntland Somalia. Job embeddedness is significant in the work; there is need for development of networks in work significant to enabling the performance dimension of the organizations. The study makes the following recommendations;-

There is need for closer assessment of the communication network and mechanisms significant for cooperation amongst the employees in the organizations. The study recommend for a fair development of avenues which can stimulate the performance mechanism of the company.

### **5.3.3 Objective Three: Job motivation and organizational performance in Golis telecommunication company Puntland Somalia**

The study found that Job motivation is significant in inducing the performance of Golis Telecommunication Company. The findings indicate that a moderate significant effect was detected between job motivation and performance of Golis Telecommunication Company. The study recommend for salary increment contributes significantly to organization productivity. It's hence vital to argue that productivity of the organizations can be generated through increased the stakes in allowances provision to the staff. The training is fundamental for increased productivity. It's worthwhile arguing that staff training can be an avenue for generating improved productivity the companies should be aligning training to quality program. There is need for a productive consideration of mechanisms related to job promotions is fundamental in enhancing the performance for the employees.

#### **5.4 Contribution to Knowledge**

The study found that job motivation, embeddedness and satisfaction have been proven to significantly generate the performance of Golis Telecommunication Company among other companies. The study contribute to the field of employee retention by contending that satisfied, motivated and embeddedness of the Jobs is an icon in enabling the performance enhancement of the company. The study provides reference to knowledge that organizations which attain significant performance measures establish the employee retention in their companies. The study contributes to a vibrant telecommunication sector with information on employee retention and organization Performance being sufficient and need to be undertaken in any organization arrangement to alter the state of affairs concerning the performance of the companies. In this knowledge is provided to the communities on awareness to a properly functional technological system to drive retention and performance.

#### **5.5 Research Limitations**

- The response rate for the questionnaires was not at 100%, the respondents did not return all the questionnaires given to them, even when the response rate was high and effective for data collection. Of the 109 questionnaires given only 102 were returned with a response rate of 0.921, Even Saunders 2007 provided that data analysis from 50% of the data on quantitative data is sufficient for data analysis so the researcher went ahead to analyze the data
- Confidentiality issues delayed the process of data collection and analysis. This hampered early data analysis. The researcher provided an introduction letter to the respondents as a proof that the research was academic
- The degree of validity determination was not effectiveness enough since the standardized questionnaires were not available, Never the less the researcher used content validity to validate the instrument

### **5.6 Areas of further study**

Because the subject area of study is wide and the researcher could not engage in all matters of the subject, recommend further research should be conducted in the following areas;

1. Effect of motivation dimensions on organizational performance
2. Effects of employees retention strategies on organizational performance
3. Effects of job embeddedness dimensions on organizational performance.



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## APPENDICES

### Appendix 1: Questionnaire

**Dear Respondent,**

I am by the names of **Ahmed Abdisalan Nur, 2021-08-04813**, a student from Kampala International University, carrying out a study on “**Employee retention and organizational performance in telecommunication industry in Puntland, Somalia**”. I am very glad that you are my respondent for this study. The purpose of this questionnaire is to obtain your opinion/views to be included among others in the study. This research is one of the requirements leading to the award of a Masters of Human Resource Management. It is hence an academic research and will not be used for any other purpose other than academic. Your co-operation and answers to these questions heartily and honestly will be significant to this study to gather the data needed. Thank you in advance for your cooperation.

**Section A:** Demographic characteristics of respondent

Instruction : please answer appropriately by ticking the box represent the most appropriate response for you.

#### **Section A: Socio demographic data/personal information**

##### 1. Gender of the respondents

Male ☐

Female ☐

##### 2. Age of the respondents

18– 27 years ☐

28 – 37 years ☐

38 – 47 years ☐

Above 48 years ☐

##### 4. Educational level of the respondents

Certificate ☐

Diploma ☐

Bachelors

Post Graduate

5. How long have you worked at Golis telecommunication company?

1. Less than 3 years

2. 3-6 years

3. 7-10 years

4. Above 10 years

### Employee retention

No	Job Satisfaction	SA	A	N	D	SD
1.	I feel I am fairly paid and compensated in comparison with my experience and qualifications					
2.	I receive with all training necessary for me to perform my job					
3.	The organization's rules makes it easy for me to do good job .					
4.	I find my job interesting and creative					
5.	I believe that the quality review system used to measure performance is well structured					
	<b>Job embeddedness</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
6.	I feel that my team leader and effectively and clearly communicates the required tasks to me.					
7.	I have learned many new job skills in this position .					
8.	I like the members of my work group					
9.	There are reasonable opportunities for my career progression in the organization.					
10.	I would like the opportunity to participate in cross-departmental work					

	<b>Job Motivation</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
11.	I receive the right amount of support and guidance from my direct supervisor .					
12.	I am satisfied with the non-monetary benefits offered by the organization					
13.	I believe that high quality work is recognized and appreciated					
14.	I feel that the performance bonus structure fairly rewards my efforts.					
15.	I feel that management shows genuine interest in fixing the issues/problems in my role					

### **Organizational performance**

<b>Code</b>		<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>1.</b>	There is increased productivity among the employees in Golis telecommunication					
<b>2.</b>	The organization does product innovations in a frequent manner					
<b>3.</b>	The company has attained increase in customers over the last 4 years					
<b>4.</b>	The market segments served have increased over the last 4 years					
<b>5.</b>	The company realized increase in sales volumes over the last 4 years					
<b>6.</b>	The company revenue from sales has increased in the last 4 years					
<b>7.</b>	The employee general output has generally increased over time					
<b>8.</b>	The company has realized increased profits in the operations					

<b>9.</b>	There company ensures cost reduction in their operations					
<b>10.</b>	The company services are provided in a timely manner					
<b>11.</b>	The company service provided is cost effective compared to other providers					



## Appendix II: Research Budget

No.	ITEM	Quantity	Cost/Unit	Total cost
1.	Stationery	1 (ream)	20,000	20,000
2.	Printing & Binding	-	150,000	150,000
3.	Communication	-	10,0000	100,000
4.	Transport	-	200,000	200,000
5.	Lunch	20 days	20,000	400,000
6.	Research Assistants	4	150,000	600,000
7	Data Analysis	1	800,000	800,000
8.	Miscellaneous	-	400,000	400,000
<b>TOTAL</b>				<b>2,670,000</b>

### Appendix III: Work Plan for the Research Project

STAGE										
	Dec 2022			Jan-June 2023	July 2023	August 2023		September 2023		
Presentation										
Topic defense										
Proposal Writing										
Proposal corrections										
Proposal defence										
Data Collection										
Data Analysis										
Work in progress										
Submission for External & Internal Examination										
Viva defense										
Submission										