

**LABOUR TURNOVER AND ORGANIZATIONAL PERFORMANCE IN
TELECOMMUNICATION INDUSTRY IN
MOGADISHU, SOMALIA**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS
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DECLARATION

I, Hassan Abdulkadir Farah declaration that this proposal is my original work and has not been submitted for any other award of a degree and published at any institution of higher learning.

Signature -----

Date -----/-----/-----

Hassan Abdulkadir Farah

APPROVAL

This research report has been submitted for work in progress hearing with my approval as supervisor.

Signature -----

Date -----/-----/-----

Dr. Wandiba Augustine

DEDICATION

I would like to dedicate this research work to my parents, my brother and sisters and all the family members for the impact they have contributed towards my education. Thank you, and May the Almighty God bless you.

ACKNOWLEDGEMENTS

Thanks to the Almighty God for keeping me alive throughout along journey of my academic studies, may your Name be glorified, praised forever and ever!

I feel indebted to my beloved parents for the financial support and advice as far as my education is concerned, may God provide you a long lasting life.

I also wish to thank my supervisor, Dr. Wandiba Augustine, for his guidance, positive criticism and support in the production of this work. Thanks for giving me your time in preparing me to become a useful person to the societal community.

Special thanks go to my sisters and brothers, friends and course mates Alice and Rachael, etc. for their unconditional love and support both financially and morally.

May God bless, you all

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ABSTRACT

This study was based on Labour turnover and organizational performance in telecommunication industry in Mogadishu, Somalia. The following were the objectives of the study: (i) To establish the effect of voluntary turnover on organizational performance in telecommunication industry in Mogadishu- Somalia, (ii) to determine the effect of involuntary turnover on organizational performance in telecommunication industry in Mogadishu- Somalia, (iii) to assess the effect of functional turnover on organizational performance in telecommunication industry in Mogadishu- Somalia and (iv) to examine the effect of dysfunctional turnover on organizational performance in telecommunication industry in Mogadishu- Somalia. The study based on a cross sectional research design. Quantitative approaches were employed to conduct this study on the relationship between labour turnover and organizational performance in Telecommunication Industry in Mogadishu, Somalia. The target population was 240. The sample size of the study consisted of 150 respondents of the target population. Secondary data was obtained from recorded documents, earlier studies and some publications on labour turnover and organizational performance in Telecommunication Industry in Mogadishu, Somalia. Other information was obtained from the internet. The coded data was entered into the Computer, checked and statistically analyzed using the statistical package for social scientists (SPSS) software package to generate descriptive and inferential statistics Descriptive analysis was applied to describe the primary variable and associated indicator items related to the study objectives. The Pearson product correlation Co-efficient analysis was used to test the relationship among the variables and regression coefficient models to determine the extent to which the independent variables impacts on the dependent variable. The findings indicated that voluntary turnover significantly affects Organisational performance; involuntary turnover has a significant effect on organizational performance, this was so because involuntary turnover has a significant impact on organizational performance; functional turnover has a significant effect on organizational performance of telecommunication industry, this lead to an implication that high levels of functional turnover can negatively affect the organizational performance and this study proved a positive significant effect dysfunctional turnover has on organizational performance in Telecommunication industry in Mogadishu- Somalia, this therefore implies that good dysfunctional turnover increases the level of organizational performance in Telecommunication industry in Mogadishu- Somalia and poor dysfunctional turnover system reduces it. The researcher concluded that voluntary turnover affects organizational performance of telecommunication industry in Mogadishu Somalia. Hence concluding that voluntary turnover significantly affects organizational performance of telecommunication industry; involuntary turnover significantly effects organizational performance of telecommunication industry in Mogadishu Somalia, hence concluding that the more involuntary turnover is low it improves organizational performance. moreover, functional turnover affects organizational performance of telecommunication industry in Mogadishu Somalia, hence concluding that high levels of functional turnover reduces the effective organizational performance and finally, dysfunctional turnover had a positive significant effect on organizational performance a, hence concluding that frequent dysfunctional turnover affects the level of organizational performance in Telecommunication industry in Mogadishu-Somalia. It was recommended that employers should select the right people in the first place through behavior-based testing and competency screening, they should not neglect to hire people with the innate talent, ability, and smarts to work in almost any position even if they don't currently have the best match available, they should offer an attractive, competitive, comprehensive benefits package with components such as life insurance, disability insurance and flexible hours and the employees in Telecommunication industry in Mogadishu- Somalia should provide opportunities within the company for cross-training and career progression.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

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

1.1 Background to the Study

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

1.1.1 Historical Perspective

Historically, a total turnover rate around the world was 46% in 1998. Besides, the turnover of unskilled workers was high in the mid of 1990s while firms seem that hoarded white-collar labor. The total worker flows were nine percentage points higher in 1999 than in 1990. In addition, the churning rate which defined as the worker flows less the absolute value of employment change was 30-40% during the 1990s. Gimpelson (2004) examined a survey of 304 Russian industrial enterprises in 2003, and he also finds that 77% of firms experienced a deficit of managers and professionals or highly qualified workers or both, indicating tight labor markets. The turnover in the fast-food industry can be as high as 50 to 75 percent, and fast-food restaurants may build high turnover into their cost calculations (Brown and Earle, 2003).

The U.S. Bureau of Labor Statistics reports that average yearly turnover in all industries is close to 32 percent. Public sector organizations are also affected by turnover. For example, a study by the National Commission on Teaching and America's Future found that the national teacher turnover rate, as of 2008, was almost 17 percent. High teacher turnover causes schools to spend scarce resources on finding and training new teachers and can reduce the efficiency of the school (Zheng, 2015).

In Africa, there has been repeated reports of labour turnover in most organisations. For instance, during the last global economic crisis in 2008, most telecommunications such as MTN Group

reported the highest level of staff turnover across the continent. The crisis of economic directly affected the corporations. There was no impediment to continued employment from physical disability or from corporation management through the conveyed of voluntaries, such as non-mandatory retirement, quitting for family resettlement, or quitting for a self-perceived more desirable job (Derek, 2007).

In Somalia, telecommunication zone is amongst of the quickest growing area contributing to the u . s . economy. In 2014 the telecoms industry grew via 22% ranking itself in excessive growing sector. Telecom quarter contributes about 2.5% to the country's GDP. Labour turnover in a variety of companies in Somalia is a project just as how it is in different components of the world. As additionally pointed out by way of any other researcher that employee turnover has end up a factor of problem in Somalia's Telecom Industry as is the case with many different countries. Employees are believed to take advantage of the labour market stipulations and scarcity of skillful people in this industry (Damaris, 2007).

Purposely labour turnover in selected Telecommunication companies in Somalia is noted to be in alarming ratio. This problem is noted to be caused by both hygiene and motivator factors as pointed above. The observations found throughout this study is that basis of labor wastage in telecom sector, is not necessarily the same causes for labor wastage in the banking sector. The exploration of sub-prime reasons for turnover will help the managers to effectively manage the push factors, so the employees may be retained through the use of corrective measures at very grass root level. The telecommunication industry has been expanding and jobs mushrooming by the minute and hence it has all boiled down to attracting, managing and retention of talent. There is a scarcity of qualified and trained manpower to meet the growing needs (Slideshare, 2014).

The Somali economy has been growing at a sturdy pace of 8% annually and has surely placed an enormous strain on the existing talent pool in terms of various job opportunities. Conducive business environment, favorable demographic outlook and the political stability enjoyed by the country have contributed to the growth, resulting in the increase in job options. Shortage of skilled manpower has caused deep concerns in this space and with increasing workforce complexity the challenges have been mounting. The game changer, attrition in an organization seems to decide outcomes. The changing paradigms, the cost of employee turnover, employee perspectives and new retention methodologies are worth studying for any practicing HR

manager. Liberalization, Globalization and Privatization in the telecom space has provided job hoppers with multiple options. With more and more players at the marketplace, the pressure in terms of attracting and retaining the right talent is a challenge (Brown & Earle, 2003).

The employment scenario is very promising and is creating employment opportunities and adding more and more people to its workforce. There is a huge demand for trained and qualified engineers and other professionals. Regardless of good planning, telecommunication companies in Somalia cannot retain all their employees since in reality; staff wastage has to occur through retirement, transfers, dismissals, natural deaths and resignations (Clowe, 1972).

Every time an employee leaves his or her employer, there are either negative or positive consequences to the telecom companies. Hiring costs involving time and facilities for recruitment, interviewing and examining a replacement, secondly, the scrap and waste rates climb when new employees are involved, thirdly, over time pay may result from excessive number of separations, causing trouble in meeting contract delivery dates. Fourthly, training cost involving the time of supervisor's, personnel department and trainees. In Somalia, other reasons include; higher accident rates for new employees, loss of production in the interval between separation of the old employees and replacement, lack of utilizing the production equipment during the hiring interval and the training period, administrative costs of removing from and adding to payroll, loss of highly qualified employees, decreased commitment to those employees remaining in the organization and loss of employees who have the potential for advancement deprives the organization of future opportunities for promotion from within (Mungumi, 2002).

1.1.2 Theoretical Perspective

The study was based on two theories and these are; Theory of Reasoned Action and role theory

This study was based on Theory of Reasoned Action. Under this, turnover process models draw heavily from rational decision making models such as Fishbein and Ajzen's (1980) theory of reasoned action, which stresses the importance of behavioral intentions in predicting and understanding turnover. However, there is research on the manner on which attitudes and intentions get translated into behavior that can inform turnover theory and research. Examples include research on perceptions of behavior control, behavior consistency, and the role of emotional arousal.

The second theory is involved in this study is role theory. For the purpose of study, role theory is used to explain the role stress experienced by the auditors. Role theory assumes that individuals' lives are spent acting out an assortment of 'roles' both within and outside the organizational context (Fisher, 2001). As cited by Fisher (2001), Katz and Kahn explained that each of these roles is assumed to be more a function of social setting rather than of the individual's own personality characteristics. Therefore, Fisher (2001) suggested that every position within an organization can be thought of as a specific role into which an individual is "socialized". Under the role episode model, the process of socialization happens when a role senders directly or indirectly communicating to the role incumbent (focal person) their expectations of the incumbent's responsibilities.

Role ambiguity exists when goals of one's job or methods of performing it are unclear (Johns et al, 2007). Scholars Johns et al (2007) further explained that there are three elements that can lead to ambiguity, which are (1) the organizational factors, for example the middle management might fail to provide the 'big picture' as they are not in the upper management level; (2) the role sender, for example role senders have unclear expectations of a focal person, or the message is not effectively communicate between a role sender and a focal person; (3) the focal person, as a new staff need time to fully digest the work expectation communicated to him.

1.1.3 Conceptual Perspective

Turnover is “the movement of employees out of the organization” as defined by Carrell et al (1995). According to Campion, (1991) the turnover principle includes various dimensions with the most obvious being whether it is voluntary or involuntary. Although the turnover decision might be classified, but it seems failed to fully consider because it might hide with several but complexity reasons. Additionally, there are some troubles with turnover dimension and lack of agreement on the explanation of ‘voluntary’ because it depends on who you ask as to why the employee left his or her job. Maertz and Campion (1998) defined the voluntary turnover as the management aspect agrees that the employee had the physical chance to continue employment with the company and at the time of termination as well.

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, 1987).

1.1.4 Contextual Perspective

In Telecom industry in Somalia, the analysis of the numbers of people leaving the these companies (labour turnover or wastage) provides data for use in supply forecasting, so that calculations can be made on the number of people lost who may have to be replaced. More importantly, however, the analysis of the number of leavers and the reasons why they leave provides information that indicates whether any action is required to improve retention rates. It can prompt further investigations to establish underlying causes and identify remedies.

In today's competitive scenario, the awareness and technology plays a vital role in developing the competition more vigorous and intense. Retention becomes one of the biggest issues for telecom industry in Somalia, because people are the one who generates profits and considered as assets for organization. There exists labour turn over in Telecommunication industry in Somalia. There is a gap between the actual performance and what telecom companies in Somalia expect from their employees. Although most telecommunication companies have provided Training, Motivation of Employees, Improvement of working conditions this has not realised their intended goals in Somalia. It's against this back ground that the researcher felt that there is need to carry out a study with the aim of establishing the effect of labour turnover on organizational performance.

1.2 Statement of the Problem

Employee turnover is a problem that telecommunication industry has to battle with for a long time in Mogadishu. The primary issue is that employees do not stay in the organization for a long time as expected by the firm. Some of them reason that the pay is poor but even after the remuneration system was revised in the year 2014, the same trend still persists (Mohamoud, 2017). Not only do they leave their organizations out of free will, employees are also dismissed from the company mostly due to performance issues. Some are dismissed when economic situation is unbearable to them (Ministry of Communications, 2017). The high rates of turnover are not likely to reduce in the near future since projections by analysts about the telecommunication industry of Somalia indicate that more such trends are expected for at least

the next five years (Ministry of Communications, 2018). The actual reason that causes these employees to move on is yet to be established. The telecommunication organizations on several occasions have registered low performance levels coupled with low levels of profitability and reduced sales that have affected the performance of the industry. This study aims at establishing the impact of employee turnover on organizational performance in Telecommunication industry in Mogadishu, Somalia.

1.3 Purpose of the Study

The purpose of the study was to investigate the effect of labour turnover on organizational performance in Telecommunication Industry, Mogadishu, Somalia.

1.4 Specific Objectives

- (i) To establish the effect of voluntary turnover on organizational performance in telecommunication industry in Mogadishu- Somalia.
- (ii) To determine the effect of involuntary turnover on organizational performance in telecommunication industry in Mogadishu- Somalia.
- (iii) To assess the effect of functional turnover on organizational performance in telecommunication industry in Mogadishu- Somalia.
- (iv) To examine the effect of dysfunctional turnover on organizational performance in telecommunication industry in Mogadishu- Somalia.

1.5 Research Questions

- (i) What is the effect of voluntary turnover on organizational performance in telecommunication industry in Mogadishu- Somalia?
- (ii) What is the effect of involuntary turnover on organizational performance in telecommunication industry in Mogadishu- Somalia?
- (iii) What is the effect of functional turnover on organizational performance in telecommunication industry in Mogadishu- Somalia?
- (iv) What is the effect of dysfunctional turnover on organizational performance in telecommunication industry in Mogadishu- Somalia?

1.6 Hypotheses of the study

H0₁ Voluntary turnover has no significant effect on organizational performance in telecommunication industry in Mogadishu-Somalia.

H0₂ Involuntary turnover has no significant effect on organizational performance in telecommunication industry in Mogadishu- Somalia.

H0₃ Functional turnover has no significant effect on organizational performance in telecommunication industry in Mogadishu- Somalia

H0₄ Dysfunctional turnover has no significant effect on organizational performance in telecommunication industry in Mogadishu- Somalia.

1.7 Scope of the Study

1.7.1 Geographical Scope

This study took place from selected telecommunication companies in Mogadishu, Somalia. The companies are located in the centre of the Mogadishu City; the capital city of Somalia.

1.7.2 Content Scope

This study examined factors influencing labour turnover of Telecommunication Industry in Mogadishu, Somalia, the indicators of organizational performance of Telecommunication Industry in Mogadishu, Somalia. Employee turnover was looked at as under voluntary, involuntary, functional, and dysfunctional turnovers. Whereas organizational performance will be measured in terms of quality of service, productivity and efficiency.

1.7.3 Time Scope

The study covered information from 2014-2016. This time period was chosen because it was during these mentioned years that the company experienced poor organizational performance due to increased staff turnover.

1.8 Significance of the Study

The study will help the Management to forecast for demand and supply of labour and therefore establish strategies for the retention of employees. Through this study the Management will recognize various methods through which employees remain well settled, retained and satisfied. Through this study Telecommunication Industry will have a clear picture of scheduling concerning planning, job analysis, recruitment, selection, placement, training, induction, promotion, demotion and categorization. The study also will help the Management to understand employee's morale, commitment, engagement and how to reward them appropriately.

The management will learn and understand that turnover is a function of negative job attitudes, low job satisfaction, combined with an ability to secure employment elsewhere, i.e. the state of labour market. On the other hand, to the researcher, apart from being a compulsory research paper for fulfillment of Master Degree of Human Resources Management is also vital to extend knowledge on finding solutions to various social, business, and public problems. Thus the study will certainly contribute much on the organization's performance and eventually development of stakeholders on the business respective.

1.9 Operational Definition of Key Terms

Labour turnover; turnover is the act of replacing an employee with a new employee. Partings between organizations and employees may consist of termination, retirement, death, interagency transfers, and resignations.

Voluntary turnover; refers to a type of turnover that occurs when employees willingly choose to leave their positions. Employees might choose to vacate their jobs for a variety of reasons. They may feel dissatisfied with their position or their compensation, they may be seeking a career change, or they may have accepted another offer.

Involuntary turnover; refers to any time a current employee leaves the company and is replaced by a new employee. Involuntary turnover is one type of turnover that occurs when an employee is terminated from a position. Employees may be let go for a wide range of reasons, including unsatisfactory job performance or inappropriate behavior.

Functional Turnover; functional turnover occurs when people leaving the firm are underperformers. This is common in large consulting, accounting and law firms that employ an "up or out" philosophy.

Dysfunctional Turnover; dysfunctional turnover is the exact opposite of functional turnover, as the best employees leave. This can happen for a variety of reasons, but a common cause is low potential to advance. If, for example, a company fills its management positions with external candidates and does not offer them to internal employees, employees are likely to seek external opportunities for advancement.

Organizational performance; organizational performance is defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

The researcher in this chapter discusses concepts, opinions and views of different scholars on labour turnover and organizational performance. Therefore, this study discusses theoretical review, conceptual framework, related study and review of related literature.

2.1 Theoretical Review

This study was based on Theory of Reasoned Action. Under this, turnover process models draw heavily from rational decision-making models such as Fishbein and Ajzen's (1980) theory of reasoned action, which stresses the importance of behavioral intentions in predicting and understanding turnover. However, there is research on the manner on which attitudes and intentions get translated into behavior that can inform turnover theory and research. The researcher was used. Theory of Reasoned Action because it aims to explain the relationship between attitudes and behaviors within human action. TRA is used to predict how individuals behaved basing on their pre-existing attitudes and behavioral intentions.

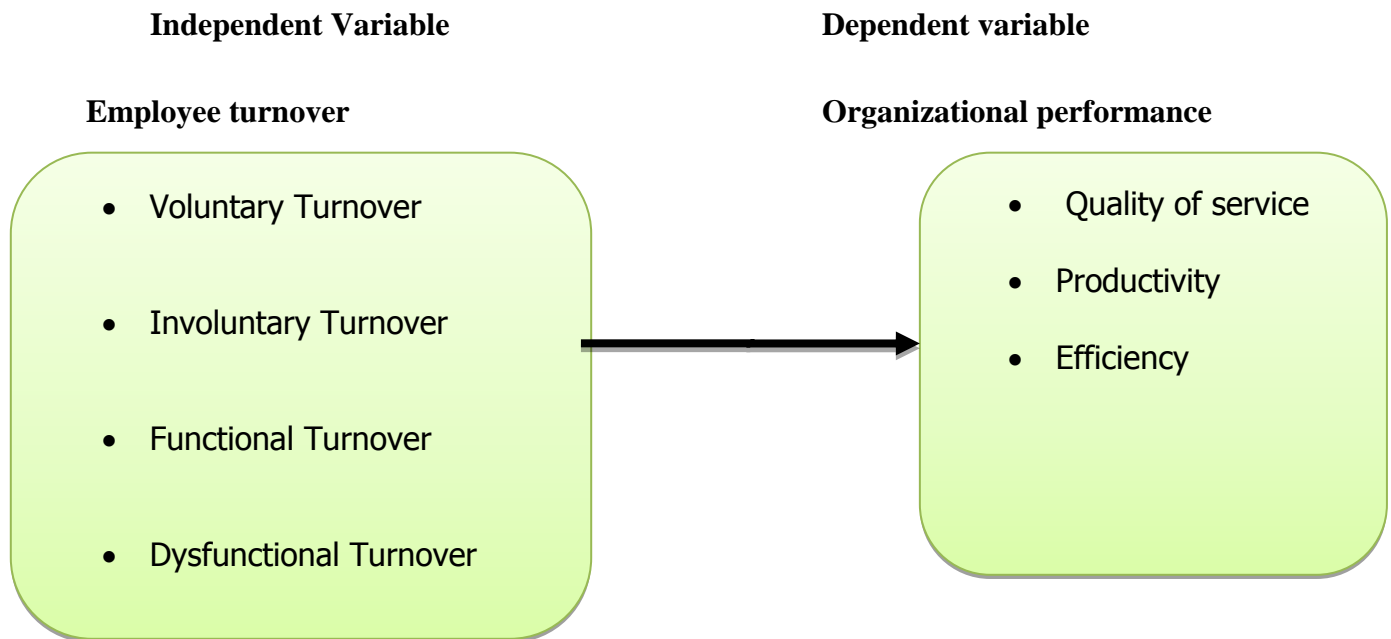
The second theory involved in this study is role theory. For the purpose of study, role theory is used to explain the role stress experienced by the auditors. Role theory assumes that individuals' lives are spent acting out an assortment of 'roles' both within and outside the organizational context (Fisher, 2001). The researcher also used role theory because it finds its way into management at the macro level with research concerned with organizational design. Since its major concern is the proper way to arrange an organization for optimal performance, which constitutes a structure through which the organization is managed. As cited by Fisher (2001), Katz and Kahn explained that each of these roles is assumed to be more a function of social setting rather than of the individual's own personality characteristics. Therefore, Fisher (2001) suggested that every position within an organization can be thought of as a specific role into which an individual is "socialized". Under the role episode model, the process of socialization happens when a role senders directly or indirectly communicating to the role incumbent (focal person) their expectations of the incumbent's responsibilities.

Takase (2009) indicated that turnover intention is a multi-stage process which includes the following components: (1) psychological, (2) cognitive, and (3) behavioral. In stage 1, psychological responses such as dissatisfaction towards negative aspects of organization are believed to trigger employees' emotional and attitudinal withdrawal reactions. Cognitive (Stage 2) was seen as the core of turnover intention as many researchers framed turnover intention as a cognitive manifestation of the decision to turnover. The cognitive then turned into behavior (Stage 3) where employees start to express their intentions to leave jobs by lowering productivity, frequently absent from work and have lower commitment to the organization. Employees often make the decision to turnover based on the evaluation of current organization and work related feature and also perceived alternative available. If the evaluation outcome is favourable for an employee to leave the organization, turnover will be the result of an individual's decision making process (Meeusen, 2014).

Most researchers agreed that turnover intention led to the actual turnover in organization Chiu, (2015) However, there are some researchers argue that actual turnover is not a necessary consequence of turnover intention as there are other factors that hinder them from voluntarily leaving the organization. Sablinski (2014), proposed a construct measurement, known as job embedded to explain why employees remain in an organization even though they have developed the intention to leave the organization. Thus, not every employee who developed the turnover intention will choose to leave the organization. Turnover intention and actual turnover can be clearly differentiated by referring to the definition where turnover intention is said to be the mindset developed (Hollingsworth, 1978) whereas the latter refers to the termination of an individual's employment with the organization (Tett, 2015).

2.2 Conceptual Framework

The conceptual framework below shows the relationship between the different variables in the study. The independent variable is perceived as the labour turnover and dependent variable is organizational performance.



Source: Source: Prosci (2004)

According to the conceptual framework above, it is indicated that the independent variable is employee turnover which is looked at as voluntary, involuntary, functional, and dysfunctional turnovers. Whereas organizational performance was measured in terms of quality of service, productivity and efficiency.

Organisational performance concerns an analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed). There is no general, overarching theory about organizational performance. The efficiency with which organisations manage, develop and stimulate their employees is an important cornerstone for how organisations perform. Because of this, people management has a significant impact on performance. Performance can be traced back to the behaviour of people on the shop floor. Employees work in a certain way or behave in

a way that contributes to (the goals of) the organisation. Employees' behaviour in relation to organisational performance can manifest itself in three different ways.

Quality of Service; quality of Service refers to the capability of a network to provide better service to selected network traffic over various technologies, including Frame Relay, Asynchronous Transfer Mode (ATM), Ethernet and 802.1 networks, SONET, and IP-routed networks that may use any or all of these underlying technologies. The primary goal of quality of service is to provide priority including dedicated bandwidth, controlled jitter and latency (required by some real-time and interactive traffic), and improved loss characteristics. Also important is making sure that providing priority for one or more flows does not make other flows fail. Quality of service technologies provide the elemental building blocks that will be used for future business applications in campus, WAN, and service provider networks (Barkema, 1998).

Organization productivity; organization productivity is determined by a broad range of factors, some can be evaluated quantitatively, while others require a qualitative, analytical approach. When assessing productivity, it is important to fully understand each of the key drivers that impact productivity. In addition to evaluating each driver individually, it is necessary to determine how well these drivers work together and function as a whole. Changes to one driver might (and probably will) have an effect on others. Effective Assessment involves understanding how each driver contributes to overall productivity (Jennifer, 2002).

Efficiency; efficiency is a term that recently has come to the forefront of the scientific world. As the world struggles to accommodate the enormous growth in population and to manage the distribution of resources, the effort to make things more efficient has become increasingly more relevant. Nevertheless, somewhere in this vast search for efficiency telecom companies seem to have overlooked the most powerful set of systems and tools they have. If they are truly in pursuit of maximum efficiency, they need to look at how efficient they are as a social whole. When evaluating social efficiency, it is important to understand the relationship between people as individuals and within society as a whole. Each living human being is a member of society, no matter how they live, where they live or what they do for a living. Even social outcasts, hermits, and those who exhibit antisocial behavior, are still part of the functioning of society (Kickey, 2002).

2.3 Related Literature

2.3.1 Effect of voluntary Turnover on organizational performance

Schneider (2015) noted that voluntary turnover could be the end result of a extra attractive job offer, workforce conflict, or lack of development opportunities. One sign of a culturally and financially wholesome company is low voluntary turnover. High turnover in an enterprise shows employee dissatisfaction with the agency presenting what employees want and desire in a place to work.

Voluntary turnover describes the quantity of worker turnover that happens due to the choice of personnel to resign from their positions and voluntarily depart their employers. This is in contrast to involuntary turnover, which is turnover that happens except the consent of the employee. Typically, voluntary turnover focuses normally on situations in which employees pick to tender resignations for a number causes, alternatively than being terminated at the discretion of an employer (Howard, 2015).

There are quite a few extraordinary reasons why voluntary turnover might also occur. One of the extra common motives is that personnel find positions with extraordinary employers who offer extra in the way of salaries, wages, or benefits. In this scenario, the worker tenders a resignation to the modern-day employer, regularly presenting anything develop be aware is commonplace in the subculture where the organization is located. The agency then has the choice of releasing the worker immediately, or permitting the worker to work out the phrases of that notice (Buckingham, 2016).

Relocation is some other motive for voluntary turnover. Spouses and partners may additionally choose to resign from their work in order to relocate with a loved one who is being assigned to a new vicinity for his or her job. At other times, employees may additionally select to relocate in order to take gain of academic opportunities or climate prerequisites that are extra conducive to managing a fitness problem (Davis, 2015).

While there are a quantity of reasons for voluntary turnover, employers generally try to discourage valued personnel from leaving positions if at all possible. In some cases, this may additionally mean offering additional incentives in phrases of pay or advantages to remain with the company. At other times, it can also be possible to shape a means of allowing the worker to

control his or her duties through a virtual office surroundings besides regard to the geographical location of the employee. When these solutions are feasible, the enterprise saves time and money that would be spent on locating, recruiting, and training qualified candidates to substitute those who voluntarily selected to leave their jobs (Moffitt, 2016).

Another common motive for voluntary turnover includes modifications in the life occasions of employees. For example, an worker can also choose to start a family and prefer to devote extra time to child rearing (Schneider, 2015). When this is the case, the worker might also choose to resign from full-time employment for the first years after children are born, leaving open the choices to launch a home commercial enterprise or impenetrable a part-time position with any other company at a later date. The experience of stress associated to job, the range of factors that lead to job stress, lack of commitment inside the organization, and dissatisfaction of job makes employees to quit. This indicates that character selections make one to quit. The factors like personal agency ability the principles such as the feel of locus control, powerlessness and private control. Role stressors additionally add to the employee turnover. Ambiguity in function refers to the diff between what is expected out of us by the humans and what is felt by using us.

2.3.2 Effect of involuntary Turnover on organizational performance

Involuntary, which occurs when the employer makes the decision to discharge an employee and the employee unwillingly leaves his or her position (Buckingham, 2016). Involuntary turnover could be a result of poor performance, staff conflict, the at-will employment clause. Theories concerning the effect of (voluntary) turnover on performance appear in several forms but they all rely on the premise that when members quit an organization it loses firm specific human capital and social capital, experiences a disruption to its routines and incurs various forms of search and training costs in connection with replacement (Buckingham, 2016).

Theories differ to the form of these effects: some argue that the relationship is linear negative. Others say that the marginal effect of voluntary tenure decreases; i.e. an attenuated negative relationship. This is based on the idea that organizations experiencing high turnover rates develop structures and routines to manage the negative effects (Sirkin, Keenan, & Jackson, 2016). Yet a third group of theories hypothesize an inverted u-shape: a low rate of turnover is healthy as it invigorates the organization and makes it open to new ideas from without. But after some threshold the aforementioned negative effects come to dominate.

2.3.3 Effect of functional Turnover on organizational performance

The third type of turnover is Functional, which occurs when a low-performing employee leaves the organization (Mutebi, 2015). Functional turnover reduces the amount of paperwork that a company must file in order to rid itself of a low-performing employee. Rather than having to go through the potentially difficult process of proving that an employee is inadequate, the company simply respects his or her own decision to leave.

Functional turnover doesn't hurt the company. Employees who elect to leave their jobs might be part-time employees without unique skills, or they're simply not top performers. The loss of their talents doesn't prevent work from getting done effectively. If they're poor performers, the company can even benefit by replacing them with better performers and improving the quality outcome of the affected jobs. With functional turnover, the benefits gained by replacing outgoing employees exceed the costs incurred (Johansen, 2016).

Bordia (2014) also finds out the same where the study concludes that there is a significant negative relationship between change management and employee turnover. The study developed and tested a model of the effects of poor change management history (PCMH) on employee attitudes (trust, job satisfaction, turnover intentions, change cynicism, and openness to change) and actual turnover. We found that PCMH, through PCMH beliefs, led to lower trust, job satisfaction and openness to change, and higher cynicism and turnover intentions. Also, PCMH beliefs predicted employee turnover over 2 years (Bordia & Restubog, 2014).

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2.3.4 Effect of dysfunctional Turnover on organizational performance

The fourth type of turnover is Dysfunctional, which occurs when a high-performing employee leaves the business enterprise (Donald, 2000). Dysfunctional turnover can be potentially steeply-

priced to an organization, and could be the result of a more attractive job offer or lack of opportunities in profession advancement. Too lots turnover is no longer solely costly, but it can also give an agency a bad reputation. However, there is also excellent turnover, which happens when an enterprise finds a higher suit with a new worker in a certain position. Good turnover can also transpire when an employee has outgrown opportunities within a sure corporation and need to go forward with his or her career in a new organization (Feng, 2015).

Dysfunctional turnover does hurt the company. The costs exceed any potential benefits. Some employees who are leaving might be top performers whose work has proved to have a direct impact on profitability. Others might have unique skills that are hard to come by, making it difficult and costly to recruit and hire replacements. Losing too many minority group members can affect the diversity of a company's workforce. When a company loses too many employees that fit any of these scenarios, the costs associated with replacing them combine with other costs, such as those associated with quality problems and customer complaints (Sandra, 2015).

As well as shedding more light on the turnover phenomenon in general, findings from Morrel (2015) also have particular implications for the way we manage change in organizations. They point to the need to monitor and understand turnover during periods of change. This research also suggests that where the effects of global change initiatives translate into particular identifiable sources of change (single, particular events) for individual employees, it may be more difficult for organizations to prevent such quits, given that these decisions are typically more salient. Nonetheless, leavers also typically describe these decisions as more avoidable, and that suggests that some of the decisions to quit prompted by the introduction of widespread change can be prevented

In a study by Friedel covered more than 32,000 employees selected from research panels that represent the populations of full-time employees working in large and midsize organizations across a range of industries in 26 markets around the world. It was fielded online during April and May 2014. Its findings suggested that when management fails to manage organizational changes well, there is a high likelihood that employees will leave. It also indicated that most of the changes happening in organizations do not necessarily make employees consider being employed somewhere else. Instead, it is the poor management of the changes that makes them less comfortable at the work places

indicate in their research that employee turnover has many causes and they mention change management to be one of them. They claim that leadership in organizations has reneged on their duty to provide smooth transitions at the workplaces. They in fact blame this trend on top level management which has not been following up such issues with the operational management or supervisory teams. They caution that if the trend persists, it would be impossible to manage employee turnover and at that point, organizations will not be able to perform well

2.4 Related studies

noted that labour plays a significant role for organizational performance. Mtwara Regional Administrative office has been providing several strategies to ensure that their employees are well settled and satisfied. Employees are an asset of any organization and therefore Managers must lay down high performance standards coupled with high monetary and non-monetary rewards. Training & development programs should be regularly organized to improve employee skills, attractive incentives should be offered not only to the top Management and seniors but also junior staffs ensuring effective communication, improving carrier opportunities and to give people as much autonomy as they can handle.

define labour turnover as the movement of employees in and out of the boundaries of the organization. Considering this definition, transfers to a different branch or plant would not be considered as staff turnover. Staff turnover is perceived as a final and permanent act. These authors also distinguish between controllable and uncontrollable turnover. Voluntary resignations are controllable because management can offer better wages, working conditions and opportunities to retain employees, while dismissals are uncontrollable because management can use more constructive strategies, such as training, unambiguous policies on discipline and coaching, to shape an employee's behaviour to a desired level rather than dismissing the employee.

Dismissal can also be avoided if due attention is given to the selection of suitable persons and encouragement of stable groups through careful induction procedures and proper socialization.

(ii) Uncontrollable staff turnover refers to turnover which is outside the control of management, such as turnover as a result of death, retrenchments and incapacity. Price also states that a distinction has to be made between avoidable and unavoidable turnover. Avoidable turnover is

considered as controllable in the sense that management could have minimized or prevented such loss.

Schultz and Schultz state that retrenchments due to cost-cutting measures can be regarded as involuntary turnover. Though they do not make an explicit comparison between involuntary and voluntary turnover, the implication is that when an employee makes the decision to leave the organization, it is considered as voluntary turnover. as stated above, distinguish between voluntary resignations and dismissals, but consider both as controllable staff turnover. Schenk et al. (2003) also distinguish between voluntary (resignations) and involuntary (dismissals) staff turnover and mention that both of these types of staff turnover should be measured.

define turnover in the same way as Grobler states that turnover is the movement of employees out of the organization. High labour turnover can impact negatively or positively on an organization's capacity to meet its organizational objectives and needs. The effects of labour turnover are the driving forces that compel managers to look at this issue in depth. It is because of these effects that managers are starting to see staff turnover as a problem that needs attention.

Victoria M (2009) in her study "Staff turnover in selected Government Hospitals" in south Africa used interview method through survey and found that factors related to staff turnover are categorized into four namely individual factors, job related factors, organizational as well as environmental factors. She has recommended that the management should employ people who are well trained and who perceive their work as a calling. Organizations should not only employ to fill a job but also consider a fit between a person and the organization. The management also should give attention to both hygienic factors and motivators. In addition the management should give attention to those factors that they can control including communication with the staffs, fair treatment, and recognition for effort and performance. To the large extent the study is closely related to my research as it point out similar factors for labour turnover.

on his research paper entitled "employee turnover model and development in perspective of performance" used a survey study to identify factors for employee's turnover such as person-job fit, matching employee skills knowledge and abilities with the job related tasks, matching employee knowledge, skills and abilities with the work group matching employees interests, values, and needs of the organizational culture, group-innovation based competencies, and organization-culturally based competencies.

from interdisciplinary journal of contemporary business research, suggested job satisfaction and affective commitment as the basic variables with turnover intentions. He further argues that no support was found in the results for continuance dedication as a variable with turnover intentions. The results also concluded that significant positive correlations were found for the distal variables workload, work stress, employee salary, job satisfaction, and work to family conflict. Damaris on his study “labour turnover in private security firms in Kenya” found that the factors that influence labour turnover are; low pay, sickness, long working hours, misconduct, change of careers, and lack of career prospects. He then recommended that private guards be paid a salary at least within the minimum government requirement.

The working conditions of the private security guards need to be improved. Thirdly, the management should be able to create job satisfaction to the employee. This can be done by doing job redesign which involves identifying the elements in a job that create satisfaction and dissatisfaction. Fourthly, since most people are opportunity seekers, employees should be aware of the opportunities that exist inside the organization. Finally the general public should be sensitized on the important role the private security guards play in our society and therefore should not be looked down upon.

Namasaka D, (2003) carried out a study on the “effect of staff turnover on the employee’s performance of work” and found that staff turnover negatively affects customer satisfaction. Whenever staffs leave an organization, services rendered to customers are interfered with. Customers are not attended to in time due to shortage of staff. Tyson and Fell (1986) observe that in the event that one staff leaves the organization, customers are among the first to know that work is not being done well. In some cases, those who take the jobs of those who have exited are not so efficient, or not so familiar with the procedures. The slow rate of service to customers lowers customer satisfaction levels and thus spoils the reputation of the organization.

2.5 Research Gap

Theory of Reasoned Action does not provide feasible strategies to achieve improved organisational performance. As the foregoing review reveals, compensation as a factor that influences labour turnover in telecommunication industry in Somalia has not been extensively tackled. A number of studies such as that of Akin et al, (2001); Bennet, R.J. (2015) have been done covering the subject of labour turnover however, none of them has covered the aspect of

promoting organisational performance through high expectations and working conditions, hence providing a content gap that this study covered. The gaps in the literature review will be filled during field data collection, which is guided by the purpose and the objectives of the current study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter consists of the procedures and methods that the researcher will use to conduct research on the study area. The chapter discusses how the respondents will be selected, how data will be collected and analyzed. The chapter also presents research design, population of study sample size, sampling technique, research instruments data sources. Reliability and validity, data gathering procedures, data analysis and limitations of the study.

3.1 Research design

The study based on a cross sectional research design (Amin, 2005). Quantitative approaches was employed to conduct this study on the relationship between labour turnover and organizational performance in Telecommunication Industry in Mogadishu, Somalia. This design was used because it brings out clearly the relationship between the two variables. The study was specifically non-experimental because the researcher wants to describe and make observations of what the real results would be for purposes of making decisions based on the facts to improve the situation.

3.2 Study population

The target population was 240 (Telecommunication industry report, 2015), and this comprises of 30 Top managers of Telecommunication companies in Mogadishu, 70 Middle Level Managers of selected Telecommunication companies, 40 Shareholders and 100 Other Employees of Telecommunication companies. The rational is that all the above respondents were stake holders. Target population refers to the cumulative elements of study from an environment in which information is gathered from.

3.3 Sample size using sloven's formula

The sample measurement of the learn about consisted of a hundred and fifty respondents of the goal population.

This is so because the nature of facts to be generated required special strategies for higher perception of the lookup problem below investigation. Besides, the strategy is additionally typically acknowledged for reaching higher diploma of validity and reliability as nicely as doing away with biases as per Amin (2008).

The Sloven's formula (2016) will be used to determine the minimum sample size.

n = sample size

N = the population size

e = level of significance, fixed at 0.05

$$n = \frac{N}{1 + Ne^2} = n = \frac{240}{1 + 240(0.05)^2}$$

= 150 respondents

3.4 Sampling methods

The researcher used varieties of sampling methods which included: Purposive and random sampling.

3.4.1 Purposive sampling

Purposive sampling was involved in selecting a number of the top managers of selected Telecommunication companies in Mogadishu, Somalia. These were purposely selected because they head different sections of people within the company and thus had sufficient knowledge about labour turnover and organizational performance in Telecommunication Industry in Mogadishu, Somalia. This method was appropriate because the sample selected comprised of informed persons who can provide data that would be comprehensive enough to gain better insight into the problem.

3.4.2 Random sampling

Random sampling was used in selecting respondents from the population listing by chance. Other employees of the company will be randomly selected so as to get equal representation of the respondents. In that way, every member had an equal chance to be selected. The method was

used on other employees since they are very many in number and thus it might be difficult for the researcher to obtain equal representation on that group of respondents. Random sampling method was also used on middle level managers since these are also many in number and thus the researcher used this method to get a clear picture of their views.

3.5 Data Sources

Both primary and secondary data collection methods were used to collect relevant data to the study. Data collection methods were considered in such a way so that relevant information was collected as much as possible with little inconvenience to respondents.

3.5.1 Primary Data

Primary data was collected from the respondents through interviews, and self-administered questionnaire. Primary data are important in answering questions about the relationship between labour turnover and organizational performance in Telecommunication Industry in Mogadishu, Somalia of the company.

3.6 Data collection instruments

The researcher used the questionnaire as the main data collection instrument

Questionnaire

The questionnaires were the main primary source of data collection. The identified sample served with the questionnaire directly by the researcher. To obtain quantitative data, one set of questionnaires were used for all respondents. The questionnaires were filled in by the selected top level, middle level managers and potential shareholders. The questions involved the feelings of respondent groups regarding the study topic. The questionnaire also aimed at getting responses from the respondents about their views on labour turnover and organizational performance in Telecommunication Industry in Mogadishu, Somalia.

3.7 Validity and reliability of the instrument

3.7.1 Validity

Various researchers and scholars have defined validity using different terms but a close look of these definitions brings one to the same meaning of the term validity. For example, Mugenda and Mugenda, (2003) defines validity as the degree to which results obtained from the analysis of the data actually represents the phenomena under study. Amin (2005) defines validity as the degree to which empirical measure or several measure of a concept, accurately measures the concept. In consideration of this, validity of the instruments in this study was assured through the use of two strategies: (i) Expert opinions. Experts on qualitative research was requested to evaluate the research instruments to ensure their validity. (ii) Member-check. Respondents were asked to read through the questionnaire, and interviews.

Validity can be and in this case was assured by use of the content validity index (C.V.I) where the following formula was used.

$$C V I = \frac{\text{Agreed items by all judges as suitable}}{\text{Total numbers of items being judged}} * 100$$

Validity of the instrument was ensured through expert judgment and the researcher made sure the coefficient of validity to be at least 70%. The researcher consulted his supervisor for expert knowledge on questionnaire construction

Out of the total of the 32 questions in the questionnaire, 25 are declared valid. This leads us to confirm the validity of the questionnaire as calculated below.

$$C V I = \frac{25}{32}$$

$$C V I = 0.78125$$

Since this the CVI is above 0.70, the questionnaire was said to be valid

3.7.2 Reliability

Reliability is the degree of consistency that the instrument demonstrates (Amin, 2005). After pilot testing the instrument, reliability of the instrument, on multi-item variables were tested using the Cronbach's Alpha Method provided by Statistical Package for the Social Scientists. The reliability of the questions were used to collect data for the analysis of the relationship between study variables. Other researchers in the future can use this questionnaire to carry out research in the same field.

3.8 Data analysis

3.8.1 Quantitative data analysis

The quantitative records involved records from the questionnaires only. two Data from the area was too uncooked for desirable interpretation. It is therefore critical to put it into order and shape it, so as to force which means and data from it. The raw statistics obtained from questionnaires used to be cleaned, sorted and coded. two The coded facts was entered into the Computer, checked and statistically analyzed the use of the statistical bundle for social scientists (SPSS) software package deal to generate descriptive and inferential records Descriptive evaluation used to be utilized to describe the major variable and associated indicator objects associated to the study objectives.

Data on profile of respondents used to be analysed the use of frequencies and share distributions. Means will be used to decide the forms of worker turnover and organizational performance. Single Linear regression evaluation used to be used to establish the impact of worker turnover on organizational performance.

Decision rule

The researcher rejected the hypothesis since the significance value was less than 0.05

3.9 Data Processing

The records acquired from the questionnaire was once double checked to make sure that the data supplied is complete, consistent, reliable, and accurate. Data processing worried scrutiny of the responses given on the questionnaires by way of one-of-a-kind respondents. Data was sorted, edited, and interpreted. The coding and tabulation of the data was bought from the learn about then followed. To attain information high-quality management, the questionnaires had been examined on 10 respondents. This was once completed to take a look at consistency and to make certain that devices remain regular over time.

3.10 Data gathering Procedure

Before administration of the questionnaires

1. An introduction letter was obtained from the College of Higher Degree and Research to enhance the researcher to conduct for the study in Telecommunication industry in Somalia
2. When it is approved, the researcher made a list of qualified respondents from top management, middle level management, human resource department officials and other employees of selected telecommunication companies and select them through random sampling and purposive sampling.
3. The researcher then explained the study to the respondents and request them to sign the informed consent form
4. Selected research assistants who assisted in the data collection; brief and orient them in order to be consistent in administering the questionnaires.

During administration of questionnaire

1. The respondents were requested to answer in full and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants emphasized to retrieve the questionnaires within three (3) days from the date of distribution.
3. All returned questionnaires were checked if they are all answered.

After the administration of the questionnaires

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

3.11 Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethical in this study, the following activities were implemented by the researcher:

1. Requested the respondents to sign in the inform consent form
2. Aacknowledged the authors quoted in this study through citations and referencing.
3. Presented the findings in a generalized manner.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter shows the demographic characteristics of the respondents, labour turnover, organisational performance in telecommunication industry, the effect of voluntary turnover on organisational performance in telecommunication industry in Mogadishu Somalia, the effect of involuntary turnover on organisational performance in telecommunication industry in Mogadishu Somalia, the effect of functional turnover on organisational performance in telecommunication industry in Mogadishu Somalia, and the effect of dysfunctional turnover on organisational performance.

4.1 Response Rate

Response rate (also known as completion rate or return rate in survey research) refers to the number of people who answered the questionnaires divided by the number of people in the sample. It is usually expressed in the form of a percentage. A low response rate can give rise to sampling bias if the non- response is unequal among the participants regarding exposure and /or outcome. In this study, the sample size was 159 respondents but the study managed to access members as shown in the table below;

According to Table 4.1 above, out of the 8 questionnaires administered to top management of selected telecommunication companies, 6 were returned fully completed, giving a response rate of Out of 38 questionnaires administered to middle level management of telecommunication companies 36 were fully answered and returned, implying a response rate of Out of questionnaires given to human resource department officials of the company, were returned and fully completed and giving a response rate of The overall response rate of the respondents was thus With that high response rate of the findings of the study were representative of the actual population and sample size, and could therefore be generalized.

4.2 Demographic characteristics of the respondents

Table 4. 1: Respondents' profile

Table 4.2 results indicated that upon gender, male respondents dominated this sample with and female as far as age is concerned most respondents in this sample were between 30-39 years these were followed by those between were between and only were between 50 years and above, hence implying that most respondents were in their middle adult age. With respect to education qualification, majority of respondents were Bachelor's degree holders had diploma, had certificate and very few had Master's Degree and this implied that majority of respondents in this sample had gone far with education, where they could read and interpret the questions. With respect to working experience; results in table indicated that majority of respondents had a working experience of these were followed by those who had worked for Years had worked for less than /below 1year, and had worked for 10 years and above, this is because of their age limit which always force them to look for other organizations that can accept their age, implying that majority of workers are experienced enough.

4.3 Labour turnover

The independent variable was divided into four parameters which included voluntary, involuntary, functional, and dysfunctional turnovers.

4.3.1 Voluntary Turnover

The first parameter to be examined under employee turnover was voluntary turnover. All these questions were based on a four-point Likert scale, in which respondents were required to show the extent to which they agree or disagree with each question or item. The SPSS software was used to analyze their responses using means and ranks as indicated in table

The average mean for this construct variable was and it was interpreted as high. The standard deviation of gives the impression that the responses were not far apart. The highest rated statement in this category was "Many employees leaving the organization are a result of layoffs." This statement's mean was calculated to stand at and this was interpreted as low. Under this category, the lowest indicator variable was found on the statement that "Telecommunication Industry management is answer to employee inconsistence is usually dismissal" as it scored a mean of and was also interpreted as high. The implication from these findings was that the fact that there were

“Yes, some employees are leaving at will; I suspect that the organization has issues with how it remunerate its employees, another factor that leads to employees straying away from the company is the unpredictability of situations at the company...”

4.3.2 Involuntary employee turnover in Telecommunication Industry Company

The second parameter under the employee turnover was involuntary turnover. This variable was duly analyzed and the results were tabulated as shown below

The average mean for this construct variable was and it was interpreted as high. Once again, the standard deviation of is an indication that the responses were not far apart from each other. The highest indicator in this category was “There are no good policies to help poorly performing employees.” This indicator variable scored a mean of which was interpreted as high. The lowest rated item in this category was where the respondents responded to the statement that “Telecommunication Industry does not believe in training employee to improve performance” as it scored a mean of and interpreted as low. The implication in these findings is that the involuntary turnover was also typical in Telecommunication Industry. From the interview the following comments were recorded;

“...Sometimes we are compelled to dismiss employees but this is mostly based on competency issues...before we can resolve to dismiss an employee, we need to have given them a good number of warnings to ensure that they don’t feel having been unfairly treated...”

4.3.3 Functional Employee turnover in Telecommunication Industry

The third construct variable under employee turnover was on functional turnover. The following table 4.9 details the findings obtained from the respondents.

The average mean for this construct variable was and it was interpreted as high. Even here, the responses were not that divided as can be noted from the figures of standard deviation which was The item in this category was where respondents responded to the statement that “the Company does not tolerate low performance”. This indicator variable bared a mean of which was interpreted as very high. The lowest evaluated statement read “There are no good policies to help

poorly performing employees.” This item scored a mean of and was interpreted as low. From the interviews the following quotations were captured;

“...The management of our company does not tolerate performances that are below the standards they set for individuals and groups...also if someone is caught having cheated the recruitment process and is later on seen as incompetent, they are also replaced fast...”

4.3.4 Dysfunctional Employee Turnover in Telecommunication Industry

The final construct variable under employee turnover was dysfunctional turnover. The results from its analysis are a presented and analyzed in this section.

Findings in the table show that the average mean was computed to be which was interpreted as very high. The standard deviation was established at indicating that the responses were not far apart. The highest rated statement was “Your organization does not have good retention policies for high profile employees.” This statement scored mean of and was thus interpreted as very high. The lowest rated statement was “The payment system of the company does not favor exceptional employees” as it obtained a mean score of and interpreted as high. This implies that employees constantly left the company via dysfunctional turnover means.

The interviews conducted also provided some information that is relevant to this context of analysis.

“It is very difficult for Telecommunication firms in Mogadishu to have suitable retention programs for exceptional employees due to economic hardships, our best employees tend to be attracted to other Telecommunication firms within and outside the telecommunication industry...”

4.5 Organizational performance of telecommunication industry

The dependent variable in this study was organisational performance in telecommunication industry, this variable was broken into four parts and these are; Quality of service (with 4 questions in the questionnaire), productivity (with four items) and efficiency (with four questions in the questionnaire). The responses were analyzed using SPSS and summarized using means and rank as indicated in table 4.5 below;

Results in table 4.5 indicated that organizational performance of telecommunication industry was rated good and this was indicated by the overall mean of which implies that the telecommunication industry always perform the way required by their clients in Mogadishu Somalia.

Quality of service as the first construct on the dependent variable was measured using four items and this was rated good this implied that the quality of services is always effectively considered by telecommunication industry in Mogadishu Somalia. The company actively responds to customers' enquiries of our services the company has continued quality in its operations over the period of time the Company uses phone calls, e-mails, and personnel visits to communicate with customers however the company delays responds to clients' problems, suggestions and complaints.

With respect to productivity, results indicated that this was also rated good and this was indicated by the average mean of 2.68, hence implying that high quality services are always being rendered by telecommunication industry in Mogadishu Somalia. The customer base has increased over a period of three years due to quality always plan and meet the desired profits but however business revenue has always exceeded the expenditure

With respect to efficiency; this was the last construct on the dependent variable and was measured using four items/questions and it was rated good implying that the telecommunication industry in Mogadishu Somalia always perform well. Still results indicated that the dimensions of access to telecom services are always a pre-condition for quality in your organization always ensuring availability and access to telecom services is one of the main functions in administration increasing of inputs has led to improved increased stakeholder engagement and enhanced access to telecom services service affordability in the company does not always depend on the clients' ability

4.6 Objective One; effect of voluntary turnover on organizational performance of telecommunication industry

Table 4.6: Effect of voluntary turnover on organizational performance of telecommunication industry

Regression analysis consequences in the Model Summary desk printed that voluntary turnover accounted for on organisational overall performance in telecommunication enterprise in Mogadishu Somalia and this used to be indicated via r-squared implying that voluntary turnover affects the organisational performance in telecommunication industry in Mogadishu Somalia.

The ANOVA desk indicated that voluntary turnover notably influences the organisational overall performance in telecommunication industry two and this was once indicated through the F- when you consider that the sig. price was less than and which is the maximum level of significance required to declare a sizable effect. This implies that voluntary turnover noticeably influences organisational overall performance in telecommunication enterprise in Mogadishu Somalia.

The coefficients desk indicated that thinking about the popular error, voluntary turnover drastically influences the organisational overall performance in telecommunication industry in Mogadishu Somalia

Testing of Hypothesis

4.10 Multiple regression analysis

Table 4.9: Effect of labour turnover on organisational performance

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter focuses on the findings, conclusions, recommendations based on the conclusions of this study and suggested areas that need further research following the study objectives and study hypothesis.

5.1 Discussions

This study aimed at examining the effect of labour turnover on organisational performance in telecommunication industry in Mogadishu Somalia, four specific objectives guided this study and these were; (i) to establish the effect of voluntary turnover on organisational performance in telecommunication industry in Mogadishu Somalia, (ii) to determine the effect of involuntary turnover on organisational performance in telecommunication industry in Mogadishu Somalia, and (iii) to assess the effect of functional turnover on organisational performance in telecommunication industry in Mogadishu Somalia, and (iv) to examine the effect of dysfunctional turnover on organizational performance in telecommunication industry in Mogadishu- Somalia.

5.1.1 Objective one; effect of voluntary turnover on organisational performance in telecommunication industry

The findings indicated that voluntary turnover significantly affects organisational performance in telecommunication industry in Mogadishu Somalia, therefore this implies that voluntary turnover significantly affects organisational performance in telecommunication industry. This finding is in line with Schneider (2015) who noted that voluntary turnover could be the result of a more appealing job offer, staff conflict, or lack of advancement opportunities. High turnover in an organization indicates employee dissatisfaction with the organization providing what employees need and desire in a place to work. One sign of a culturally and financially healthy organization is low voluntary turnover.

There are several different reasons why voluntary turnover may occur. One of the more common reasons is that employees find positions with different employers who offer more in the way of salaries, wages, or benefits. In this scenario, the employee tenders a resignation to the current employer, often providing whatever advance notice is customary in the culture where the company is located. The employer then has the option of releasing the employee immediately, or allowing the employee to work out the terms of that notice (Buckingham, 2016). Typically, voluntary turnover focuses mainly on situations in which employees choose to tender resignations for various causes, rather than being terminated at the discretion of an employer. Voluntary turnover describes the amount of employee turnover that occurs due to the decision of employees to resign from their positions and voluntarily leave their employers. This is in contrast to involuntary turnover, which is turnover that occurs without the consent of the employee (Howard, 2015).

5.1.2 Objective two; effect of involuntary turnover on organizational performance of telecommunication industry

The findings indicated that involuntary turnover has a significant effect on organizational performance of telecommunication industry in Mogadishu Somalia, this was so because involuntary turnover has a significant impact on organizational performance of telecommunication industry. The finding also agrees with Buckingham (2016) who argued that involuntary occurs when the employer makes the decision to discharge an employee and the employee unwillingly leaves his or her position. Involuntary turnover could be a result of poor performance, staff conflict, the at-will employment clause. The marginal effect of voluntary tenure decreases due to an attenuated negative relationship. This is based on the idea that organizations experiencing high turnover rates develop structures and routines to manage the negative effects (Jackson, 2016). A low rate of turnover is healthy as it invigorates the organization and makes it open to new ideas from without. But after some threshold the aforementioned negative effects come to dominate.

Nugel et al., (2015) indicate in their research that involuntary turnover has many causes and they mention change management to be one of them. They claim that leadership in organizations has reneged on their duty to provide smooth transitions at the workplaces. They in fact blame this trend on top level management which has not been following up such issues with the operational

management or supervisory teams. They caution that if the trend persists, it would be impossible to manage employee turnover and at that point, organizations will not be able to perform well (Nugel, Grierson, Liem, Henski, & Julia, 2015).

5.1.3 Objective three; effect of functional turnover on organizational performance of telecommunication industry

The finding still indicated that functional turnover has a significant effect on organizational performance of telecommunication industry in Mogadishu Somalia, this lead to an implication that high levels of functional turnover can negatively affect the organizational performance of telecommunication industry in Mogadishu Somalia. This finding is in line with Mutebi (2015) who noted that functional turnover reduces the amount of paperwork that a company must file in order to rid itself of a low-performing employee. Rather than having to go through the potentially difficult process of proving that an employee is inadequate, the company simply respects his or her own decision to leave.

With functional turnover, the benefits gained by replacing outgoing employees exceed the costs incurred. Employees who elect to leave their jobs might be part-time employees without unique skills, or they're simply not top performers. The loss of their talents doesn't prevent work from getting done effectively. If they're poor performers, the company can even benefit by replacing them with better performers and improving the quality outcome of the affected jobs (Johansen, 2016). Bordia (2014) also found a significant negative relationship between change management and employee turnover. It also indicated that most of the changes happening in organizations do not necessarily make employees consider being employed somewhere else. Instead, it is the poor management of the changes that makes them less comfortable at the work places (Bordia & Restubog, 2014).

5.1.4 Objective four; the influence of dysfunctional turnover on organizational performance in Telecommunication industry in Mogadishu- Somalia

The findings of this study proved a positive significant effect dysfunctional turnover has on organizational performance in Telecommunication industry in Mogadishu- Somalia, this therefore implies that good dysfunctional turnover increases the level of organizational performance in Telecommunication industry in Mogadishu- Somalia and poor dysfunctional

turnover system reduces it. This finding is in line with Feng (2015) who noted that dysfunctional turnover occurs when a high-performing employee leaves the organization. Dysfunctional turnover can be potentially costly to an organization, and could be the result of a more appealing job offer or lack of opportunities in career advancement. Too much turnover is not only costly, but it can also give an organization a bad reputation. However, there is also good turnover, which occurs when an organization finds a better fit with a new employee in a certain position. Good turnover can also transpire when an employee has outgrown opportunities within a certain organization and must move forward with his or her career in a new organization.

Dysfunctional turnover does hurt the company. The costs exceed any potential benefits. Some employees who are leaving might be top performers whose work has proved to have a direct impact on efficiency. Others might have unique skills that are hard to come by, making it difficult and costly to recruit and hire replacements. Losing too many minority group members can affect the diversity of a company's workforce. When a company loses too many employees that fit any of these scenarios, the costs associated with replacing them combine with other costs, such as those associated with quality problems and customer complaints (Sandra, 2015).

As well as shedding more light on the turnover phenomenon in general, findings from Morrel (2015) also have particular implications for the way employers manage change in organizations. They point to the need to monitor and understand turnover during periods of change. This research also suggests that where the effects of global change initiatives translate into particular identifiable sources of change (single, particular events) for individual employees, it may be more difficult for organizations to prevent such quits, given that these decisions are typically more salient. Nonetheless, leavers also typically describe these decisions as more avoidable, and that suggests that some of the decisions to quit prompted by the introduction of widespread change can be prevented (Morrel, 2015).

Friedel (2015) noted that when management fails to manage organizational changes well, there is a high likelihood that employees will leave. It also indicated that most of the changes happening in organizations do not necessarily make employees consider being employed somewhere else. Instead, it is the poor management of the changes that makes them less comfortable at the work places.

5.2 Conclusions

5.2.1 Objective one; effect of voluntary turnover on organizational performance of telecommunication industry in Mogadishu- Somalia.

From the findings of the study, voluntary turnover affects organizational performance of telecommunication industry in Mogadishu Somalia. Hence concluding that voluntary turnover significantly affects organizational performance of telecommunication industry. Telecommunication industry deals with a wide range of employees with different levels of importance and which requires differential treatment that will drive the industry to its competitive edge.

5.2.2 Objective two; effect of involuntary turnover on organizational performance of telecommunication industry in Mogadishu- Somalia.

From the findings of the study it was indicated that involuntary turnover significantly effects organizational performance of telecommunication industry in Mogadishu Somalia, hence concluding that the more involuntary turnover is low it improves organizational performance of telecommunication industry in Mogadishu Somalia. Therefore, whenever an employee leaves his or her employer, there are either negative or positive consequences to the telecom companies. Hiring costs involving time and facilities for recruitment, interviewing and examining a replacement, secondly, the scrap and waste rates climb when new employees are involved.

5.2.3 Objective three; effect of functional turnover on organizational performance of telecommunication industry in Mogadishu- Somalia.

From the findings of the study, it was indicated that functional turnover affects organizational performance of telecommunication industry in Mogadishu Somalia, hence concluding that high levels of functional turnover reduces the effective organizational performance of telecommunication industry in Mogadishu Somalia. Employees find positions with different employers who offer more in the way of salaries, wages, or benefits. In this scenario, the employee tenders a resignation to the current employer, often providing whatever advance notice is customary in the culture where the company is located.

5.2.4 Objective four; the effect of dysfunctional turnover on organizational performance in Telecommunication industry in Mogadishu- Somalia

According to the findings dysfunctional turnover has a positive significant effect on organizational performance in Telecommunication industry in Mogadishu-Somalia, hence concluding that frequent dysfunctional turnover affects the level of organizational performance in Telecommunication industry in Mogadishu-Somalia. This may be due to employers who typically attempt to discourage valued employees from leaving positions if at all possible. In some cases, this may mean offering additional incentives in terms of pay or benefits to remain with the company.

5.3 Recommendations

From the findings, the researcher recommends the following:

5.3.1 Objective one;

Employers in the Telecommunication industry should select the right people in the first place through behavior-based testing and competency screening. Sure, an onsite interview gives employers a feel for whether the person can fit within the organisation culture, but the employers' key to selecting the best employees is to determine how well they can do the job. The right person, in the right seat, on the right bus is the starting point, hence preventing voluntary turnover.

5.3.2 Objective two;

The employees in Telecommunication industry in Mogadishu- Somalia should not neglect to hire people with the innate talent, ability, and smarts to work in almost any position even if they don't currently have the best match available. They should hire the smartest people they can find to reduce employee involuntary turnover their versatility will make them exceptional contributors. They just need to make sure that they are not bored doing the same old thing and think about job enrichment and promotions.

5.3.3 Objective three;

The employees in Telecommunication industry in Mogadishu- Somalia should offer an attractive, competitive, comprehensive benefits package with components such as life insurance, disability insurance and flexible hours. The employers should offer performance feedback and praise good efforts and results to reduce employee turnover. Their recognition of employee contributions is always their most powerful form of employee reinforcement and retention. People want to know that their work matters and makes a difference.

5.3.4 Objective four;

The employees in Telecommunication industry in Mogadishu- Somalia should provide opportunities within the company for cross-training and career progression. Employees like to know that they have room for career movement. This is a serious deterrent to employee turnover if the employee has a career path that excites them. Employees should provide the opportunity for career and personal growth through training and education, challenging assignments and more responsibility.

5.4 Contribution to knowledge

The study contributed to new knowledge by indicating that the fact that there will always be employees who want to leave the business. They will find jobs they're more interested in, change career paths, decide to become a stay-at-home parent, or maybe start their own businesses. Employee turnover can't be completely eliminated. But can be reduced by providing a workplace where employees want to stay. Employees need encouragement and recognition. When employees do something right, should be shown appreciation. When they finish a large, difficult project or submit a project before the deadline, congratulate them. The managers should show them that they see their hard work. Employers can help employees advance along their career path. Provide them with coaching by recommending ways to advance. Managers can also provide employees with training opportunities by giving them opportunities to learn new skills and practice them.

5.5 Limitations of the study

In view of the following threats to validity, the researcher allowed 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of the study.

1. Extraneous variables which were beyond the researcher's control such as respondent's honesty , personal biases and uncontrolled setting of the study .
2. Testing the use of research assistants brought about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize the threat, the research assistants were oriented and briefed on the procedures to be done in data collection.
3. Attrition/Mortality: Not all questionnaires were returned completely answered now even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

5.6 Areas for further research

Prospective researchers and even students are encouraged to research on the following areas;
Labor turnover and workers' productivity and quality of production in telecommunication industry in Mogadishu Somalia.

Functional turnover and quality of work in telecommunication industry in Mogadishu Somalia.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear Sir/ Madam

I am by the names of **HASSAN ABDULKADIR FARAH, 1165-05196-09992**, a student from Kampala International University, carrying out a study on “**Labour turnover and organizational performance in telecommunication industry in Mogadishu, 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: RESPONDENT’S PROFILE

Gender

a) Male ☐

b) Female ☐

Qualification

a) Primary level ☐

b) Secondary ☐

c) Certificate level ☐

d) Diploma ☐

e) Degree ☐

f) Master’s degree ☐

Marital Status

a) Single ☐

b) Married ☐

- c) Divorced
- d) Widowed

Age

- a) 20-35 years
- b) 36-49 years
- c) 50 and above years

Section B: Employee Turnover

Direction 1: Please write your rating on the space before each option which corresponds to your best choice in terms of level of employee turnover. Kindly use the scoring system below:

Score	Response Mode	Description	Interpretation
5	Strongly Agree	You agree with no doubt at all	Very satisfactory
4	Agree	You agree with some doubt	Satisfactory
3	Neutral	You are not sure about any	None
2	Disagree	You disagree with some doubt	Fair
1	Strongly Disagree	You disagree with no doubt at all	Poor

Voluntary Turnover

Table App. 1: Questions on Voluntary Turnover

#	Question	Response				
		1	2	3	4	5
1	Many employees leaving the organization do so out of their own will					
2	Many employees leaving the organization resign rather than being compelled to leave					
3	The number of freely leaving individuals is higher than that of those compelled to leave					
4	Policies of human resources allow employees to leave freely any time					

Involuntary Turnover

Questions on Involuntary Turnover

#	Question	Response				
		1	2	3	4	5
1	Many employees leaving the organization are dismissed					
2	Many employees leaving the organization are a result of layoffs					
3	High turnover in an organization indicates employee dissatisfaction with the organization					
4	Relocation is another reason for voluntary turnover					

Functional Turnover

Questions on Functional Turnover

#	Question	Response				
		1	2	3	4	5
1	The company has many poorly performing employees					
2	There are no good policies to help poorly performing employees					
3	The company does not tolerate low performance					
4	This telecom company does not believe in training employee to improve performance					

Dysfunctional Turnover

#	Questions on Dysfunctional Turnover	Response				
		1	2	3	4	5
1	Your organization loses many high profile employees					
2	Your organization does not have good retention policies for high profile employees					
3	High performing employees are not highly appreciated					
4	The payment system of the company does not favor exceptional employees					

SECTION C: Organisational performance

N0	Items on organizational performance	1	2	3	4
	Quality of service				
1	The company without delay responds to clients' problems, suggestions, and complaints.				
2	The Company uses phone calls, e-mails, and personnel visits to communicate with customers.				
3	The company actively responds to customers' enquiries of our services.				
4	The company has continued quality in its operations over the period of time				
	Productivity				
4	The customer base has increased over a period of three years due to quality				
5	You always plan to increase revenue in the organisation				
6	Your business revenue has always exceeded the expenditure				
7	You always plan and meet the desired profits				
	Efficiency				
7	Service affordability in your company always depend on the clients' ability				
8	Increasing of inputs has led to improved increased stakeholder engagement and enhanced access to telecom services				
9	Dimensions of access to telecom services are always a pre-condition for quality in your organization				
10	Ensuring availability and access to telecom services is one of the main functions in your administration				

Thank you for your response