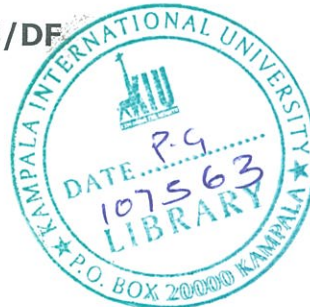


**STAFF RECRUITMENT, RETENTION AND ORGANIZATIONAL EFFECTIVENESS
OF GOLIS TELECOMMUNICATION COMPANY
IN GAROWE, PUNTLAND SOMALIA**

BY

FARDOWSA YUSUF OSMAN

MBA/45092/143/DF



HF55H9.BHH
086
2016

**ATHESIS REPORT SUBMITTED TO THE COLLEGE OF HIGHER DEGREES AND
RESEARCH IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTERS DEGREE IN BUSINESS ADMINISTRATION
(HUMAN RESOURCE MANAGEMENT)
OF KAMPLAINTERNTIONAL
UNIVERSITY**

November, 2016

APPENDICES

Appendix IA - Questionnaire

Dear Sir/ Madam

I am by the names of **FardowsaYusuf Osman**, a candidate for Masters of Business Administration (Human Resource Management) at Kampala International University and currently pursuing a Thesis entitled "**Staff recruitment, retention and organizational effectiveness of Golis Telecommunication Company InGarowePuntland Somalia**". In view of this empirical investigation, may I request you to be part of this study by answering the questionnaires? Rest assured that the information that you provide shall be kept with utmost confidentiality and will be used for academic purposes only. As you answer the questionnaire, be reminded to respond to the items in the questionnaire thus not leave any item unanswered. Further, may I retrieve the filled out questionnaire within 5 days from the date of distribution?

Thank you very much in advance

PART 1: RESPONDENT'S PROFILE

Gender _____

Date _____

1. Male
2. Female

Qualification _____

1. Primary level
2. Secondary
3. Certificate level
4. Diploma
5. Degree
6. Master's degree

Age _____

1. 20-35 years
2. 36-49 years
3. 50 and above years

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

Score	Response Mode	Description	Interpretation
5	Strongly Agree	You agree with no doubt at all	Very High
4	Agree	You agree with some doubt	High
3	Neutral	You are not sure about any	Moderate
2	Disagree	You disagree with some doubt	low
1	Strongly Disagree	You disagree with no doubt at all	Very Low

PART 2: STAFF RECRUITMENT

	Level of staff recruitment and retention	1	2	3	4	5
	Promotion and transfer					
1	Many organizations prefer to fill the vacancy through promotions and transfers					
2	A transfer involves lateral movement within the same grade from one job to another					
3	Internal promotions and transfers certainly allow people greater scope to experiment with their careers					
	Job Posting					
4	Job posting is another way of hiring people from within					
5	organization publicists job openings on bulletin boards, electronic media and similar outlets					
6	It offers a chance to highly qualified applicants working within					

	the organization					
	Employee referrals					
7	Employee referral means using personal contacts to locate job opportunities					
3	Employees working in organization are encouraged to recommend their names of employees to recruit					
1	It is recommendation from a current employee regarding a job applicant					
	Advertisement					
1	Advertisements generally give a brief outline of job responsibilities					
	This includes advertisement in newspaper, trade, professional and technical journals, radio and television					
1	It helps to recruit highly qualified staff					

PART 3: STAFF RETENTION

	Reduced turnover	1	2	3	4	5
	There is low employee turnover in this organization					
	The employees continue to have more interest for this organization					
	The management has attracted the employees through payment and promotions					
	Commitment					
	The employees are committed to ensuring timely work accomplishments					
	The organization provide adequate requirements for the committed employees					
	There is organizational commitment to development of talent					
	Perceived organization support					
	We are supported to attain the further academic development					
	The organization supports our endeavour to attain new skills					

There is likely provision accommodation and other amenities to the employees					
Employee Engagement					
The employees are fully engaged in decision making of this organization					
The employees are effectively engaged in handling conflicts in this organization					
The employees are fully engaged in planning for organization development					

Part 4: Organizational Effectiveness

Strategies to improve on organizational effectiveness	1	2	3	4	5
Employees are highly committed to their work					
The management is committed to fully executing their duties					
There is effective communication between employees in the organizations					
The management employee communication is adequate					
There is good organizational external communication					
The customers of this organization receive a satisfactory quality					
There is effective time of delivery to the customer requirements					
The organization easily adapts to new innovations					
The organization has a strong learning culture through training					
There is periodic training of employees on changes in organizational and customer requirements					

PART 5: Strategies to improve on organizational effectiveness

Strategies to improve on organizational effectiveness	1	2	3	4	5
Create a Culture of Fairness, Honesty and Transparency					
Employees need to feel that the organizational culture rewards honesty, encourages fairness whether in recruitment, training					
This factor places a heavy duty of care on the CEO and managerial leaders at all organizational levels					
Employees are much more likely to accept even unpopular decisions if they see that they are being treated fairly					
Design and Maintain Felt-Fair Pay Systems in the Organization					
Staff recognized that others should be paid more for work that carried a higher level of complexity and accountability					
There should be a balanced ratio of pay to work throughout the levels of work in an organization					
Analysis of the accountabilities and work complexity factors in each role					
Make Managers Accountable for Coaching Their Staff					
Many exit interviews with dissatisfied employees reveal that managers often failed to support their subordinates					
Managers can be held accountable within their own performance evaluations for employee coaching					
Good coaching is simply about spending more time with employees, setting them goals, giving them feedback					
Develop Your Employees and Create a Succession Plan					
Managers may sometimes feel threatened by the idea of identifying and developing successors for their own roles					

Employees want to know what may be their long-term potential and have clear goals for developing their talent					
Failure to plan for succession will leave the organization vulnerable to unexpected and expensive changes					
Set Up Occupational Health and Social Facilities					
Small changes can make a big difference, whether it's a new water cooler or access to subsidized healthcare or social facilities					
Research is important, looking into the experience of other organizations that have made such investments					
Ensuring that any improvement in organizational effectiveness is more than just superficial or short term					
Create Opportunities for Employee Feedback and Participation					
Managers are paid to manage and make decisions but they don't necessarily have all the answers all the time					
Everyone has a view, whatever its merits, and employees who are invited to participate and contribute ideas					
Employees feel that they are part of decision making					

Thanks for your responses

Appendix 1 B: INTERVIEW GUIDE

SPOT INFORMATION

- A) **Fardowsa Yusuf Osman** Interview Date:
- B) Descriptive Interview
- C) Despite the effectiveness of recruitment, most organizations still experience poor employee retention

Key Issues

1. Does staff recruitment contribute to organizational effectiveness in your company?
2. What role does retention play in improving on organizational effectiveness in your company?
3. What are the strategies put in place to improve on organizational effectiveness in your company?
4. Comment on the general organizational effectiveness in your company?

INFORMED CONSENT

I am giving my consent to be part of the research study of Mrs. Fardowsa Yusuf Osman that will focus Staff recruitment, retention and organizational effectiveness of Golis Telecommunication Company in GarowePuntland Somalia

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials:_____

Date_____

Appendix II: Study Budget

Table App. 1: Budget Estimates for the Study

	Item	Description of Cost Item	Amount	
1	Transport	Fare	UGX	100,000
2	Stationery	Note Books, Pens, Files etc.	UGX	50,000
3	Broadband/Internet	Modem, Subscriptions to Packages	UGX	300,000
4	Secretarial Services	Typing, Printing, Binding	UGX	250,000
5	Research Assistants	Salaries	UGX	300,000
6	Purchase of eBooks	From Online Libraries	UGX	200,000
7	Other Costs	Relevant to the Study	UGX	150,000
			<u>UGX 1,350,000</u>	

Declaration

"This report is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".

Name: FARDOWSA YUSUF OSMAN

Sign:  _____

Date: 5/Nov/2018

Approval

"I confirm that the work reported in this dissertation was carried out by the candidate name Fardowsa Yusuf Osman Mohamed under my supervision".

Name: Dr. Wandiba Augustine

Sign:  _____

Date: 05/11/2016

Acknowledgement

I wish to acknowledge and be grateful to Allah for enabling me to reach this point in my academic life and I am so thankful for His unconditional protection. Secondly many thanks to my supervisor and advisor Dr.Wandiba Augustine who read my numerous revisions and helped me make some out sense of the project. I am also grateful to Kampala International University Hearing and Defending workshops for providing me with the conceptual means to complete this project. Thirdly, I equally express my utmost gratitude to the respondents at the multinational commercial banks in Kampala who afforded to spare time to complete the questionnaire and also to sit for the interviews. Fourth acknowledgement goes to my research assistants who devoted their time and energy towards the accomplishment of this research project. The moral support that they gave me too was overwhelming and came in handy at times when I was being challenged by various issues in the field. And finally, thanks to my family, tutors and numerous friends who provided me with consolidated support vital for the success of this project.

Abstract

The study investigated the role of recruitment and retention on the organizational effectiveness of Golis Telecommunication Company of Garowe, Puntland, Somalia. The study was divided by three research objectives. The first objective related to the effect of recruitment on organizational effectiveness. The second objective concerned the effect that retention have on organizational effectiveness. The final objective concerned the examination of the strategies used by the company to ensure organizational effectiveness. The researcher adopted a descriptive survey study design which involved both quantitative and qualitative approaches. Using this method, the researcher used a structured questionnaire (close ended). A research population of 240 was identified and a sample size of 150 respondents was arrived at by use of the Slovene's formula. In selecting the respondents the researcher used simple random sampling together with purposive sampling techniques. It was found that recruitment had a weak, positive, and significant effect on organizational effectiveness, recruitment had a 31.8% effect on the organizational effectiveness of Golis telecom. It was also established that retention had a positive and significant role in organizational effectiveness of GolisTelecom. Retention had 30.8% effect on the organizational effectiveness at Golis. Finally, the other strategies used by the firm to ensure organizational effectiveness were training of workforces and inspiring innovation among workers on average the strategies were found with the mean of 2.41. The study concluded by stating that the lack of organizational effectiveness was partially caused by poor recruitment and retention. The researcher recommend that adequate time should be allowed in recruitment processes, More time should be allocated to the process to ensure that only the best candidates who fit the job description, loyalty programs should be instituted to award longer time serving employees at Golis, there is need for improving the performance appraisal in the organizations in order to determine retention through promotions, management for the organizations need to scrutinize the strategies and that the human resources department needs to take responsibility and ensure that this process go through.

Table of Contents

DECLARATION	I
APPROVAL	II
ACKNOWLEDGEMENT	III
ABSTRACT.....	IV
TABLE OF CONTENTS.....	V
LIST OF TABLES.....	VIII
LIST OF FIGURES	IX
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY	1
1.2 STATEMENT OF THE PROBLEM	8
1.3 PURPOSE OF THE STUDY	9
1.4 SPECIFIC OBJECTIVES.....	10
1.5 RESEARCH QUESTIONS	10
1.6 HYPOTHESES.....	10
1.7 SCOPE OF THE STUDY	10
1.8 SIGNIFICANCE OF THE STUDY	11
1.9 DEFINITION OF OPERATIONAL TERMS.....	12
CHAPTER TWO.....	14
LITERATURE REVIEW	14
2.0 INTRODUCTION.....	14
2.1 THEORETICAL REVIEW	14
2.2 CONCEPTUAL FRAMEWORK.....	16
2.3 RELATED LITERATURE.....	17
2.4 RESEARCH GAPS	28
CHAPTER THREE.....	30
RESEARCH METHODOLOGY.....	30
3.0 INTRODUCTION.....	30
3.1 RESEARCH DESIGN	30
3.2 STUDY POPULATION	30

3.3	SAMPLE SIZE.....	31
3.4	SAMPLING PROCEDURE	32
3.5	RESEARCH INSTRUMENTS	32
3.6	SOURCES OF DATA	33
3.7	VALIDITY AND RELIABILITY	34
3.8	DATA GATHERING PROCEDURES	35
3.9	DATA ANALYSIS	36
3.10	ETHICAL CONSIDERATION	36
CHAPTER FOUR		38
FINDINGS PRESENTATION AND ANALYSIS.....		38
4.0	INTRODUCTION	38
4.1	DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS.....	38
4.2	EFFECT OF STAFF RECRUITMENT ON ORGANIZATIONAL EFFECTIVENESS IN GOLIS TELECOMMUNICATION COMPANY.....	40
4.2.1	DESCRIPTIVE STATISTICS ON STAFF RECRUITMENT STRATEGIES	41
4.2.2	ORGANIZATIONAL EFFECTIVENESS IN GOLIS TELECOMMUNICATION COMPANY.....	44
4.2.3	EFFECT OF RECRUITMENT STRATEGIES ON ORGANIZATIONAL EFFECTIVENESS	46
4.3	EFFECT OF RETENTION ON ORGANIZATIONAL EFFECTIVENESS IN GOLIS TELECOMMUNICATION COMPANY	47
4.3.2	EFFECT OF RETENTION ON ORGANIZATIONAL EFFECTIVENESS	50
4.4	STRATEGIES USED BY GOLIS TELECOMMUNICATION TO IMPROVE ORGANIZATIONAL EFFECTIVENESS.....	52
4.4.1	STRATEGIES FOR IMPROVING ORGANIZATIONAL EFFECTIVENESS IN GOLIS TELECOM	52
CHAPTER FIVE		57
DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS.....		57
5.0	INTRODUCTION	57
5.1	DISCUSSION OF FINDINGS.....	57
5.2	CONCLUSION	61
5.3	RECOMMENDATIONS.....	62
5.3.3	STRATEGIES USED BY GOLIS TELECOM TO IMPROVE ORGANIZATIONAL EFFECTIVENESS	63
5.4	CONTRIBUTION TO EXISTING BODY OF KNOWLEDGE	63
5.5	AREAS FOR FURTHER RESEARCH	64
REFERENCES.....		65
APPENDICES.....		I
APPENDIX IA - QUESTIONNAIRE		I

APPENDIX 1 B: INTERVIEW GUIDE.....	VII
APPENDIX II: STUDY BUDGET	IX

List of Tables

Table 3. 1: Population and Sample of Respondents.....	31
Table 3. 2: Determination of Validity of Instrument.....	34
Table 3. 3: Reliability Test Results	35
TABLE 4. 1.1: Gender of respondents	38
table 4. 2: Educational qualification of respondents	39
table 4. 3: Age distribution of respondents	40
table 4. 2: Descriptive statistics on staff recruitment strategies.....	41
table 4.2.2: ShowsEffectiveness Golis telecommunication company.....	44
table 4.2.3: Regression test results for recruitment against organizational effectiveness	46
table 4.4.1: the Descriptive statistics on strategies for improving organizational effectiveness in golis telecom	52
table 4.4.2: Regression test results on retention against organizational effectiveness..	50
table 4.4.1: the Descriptive statistics on strategies for improving organizational effectiveness in golis telecom	52

List of Figures

Figure 2. 1: Conceptual Framework for the Study	16
---	----

CHAPTER ONE

INTRODUCTION

1.0 Introduction

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

1.1 Background of the Study

The background of the study was presented in four perspectives namely; historical, theoretical, conceptual and contextual.

1.1.1 Historical Perspective

According to Dowling and Schuler (1990) recruitment is searching for obtaining potential job candidates in sufficient number and quality so that the organization can select the most appropriate people to fill its job needs.

According to Cloete (1997) recruitment is about making sure that qualified people are available to meet the employment needs of government. It also concerns a process of attracting potential job applicants from the available force. Recruitment can be also defined as the process of exhausting all the sources for finding prospective employees. (Cherrington, 1995)

Historically, staff recruitment, retention and organizational effectiveness have always acted the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the efficiency of employees and organizational development too. (Barber, 1998) In the recent past, every organization used not feel the need to study the role, importance and advantages of efficient recruitment, retention and organizational effectiveness of staff however today the trend has totally changed.

Since the beginning of the industrial revolution, practitioners, researchers, and policymakers have tried to define and evaluate particular workplace practices and systems of practices that can spur workers' efficiency and competitiveness. The recent emphasis is on initiatives labeled employee recruitment, retention and organizational effectiveness (Bobson, 2003).

Recruitment, retention and organizational effectiveness form a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. (Arnold, 2005) It frequently forms an important part of the work of human resource managers or designated specialists within work organizations. However, and importantly, recruitment, retention and organizational effectiveness decisions are often for good reason taken by non-specialists, by the line managers. There is an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. (Arthur, 1994)

1.1.2 Conceptual Perspective

Recruitment is the process of generating a pool of capable people to apply for employment to an organization. (Barber, 1998) Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements.

Borkowski (2005) notes that clearly, definitions of recruitment are somewhat numbered. While countless authors discuss the process, many fail to give a clear definition of the process as they see it. The Australian Oxford Dictionary (Moore, 2004, p. 1079) however, defines recruitment as 'replenishing' or 'reinvigorating'. The dictionary definition has obvious wider applications; however, some of the textbook definitions are more appropriate. Cook (1998, p. 29), for example, defines recruitment as 'the effort of

an organization to induce a sufficient number of appropriately qualified individuals to apply for positions available in the organization'. However, small businesses only have one position available and very infrequently. Notwithstanding this, the employee needs to know that the position is becoming vacant in order to apply. Compton, Morrissey and Nankervis (2002, p. 17) confirm this by suggesting 'the purpose is to attract suitable people to apply for employment vacancies by making them aware that such vacancies exist'. It is, therefore, important that the small business owner, as much as the owner of big Business, identifies the need for recruits in the most effective method possible.

Plumbley and Williams (1981) in their study in the United Kingdom found that the nature of the job and its location will also impact upon the ability to attract the most appropriate person, and could impact upon recruitment, retention and organizational effectiveness outcomes in rural and regional areas of Australia. On the other hand, Williamson, Cable and Aldrich (2002) found 25 per cent of the small businesses that they studied said that slow economic growth was the most important issue they faced, while 50 per cent nominated scarcity of qualified employees as their most important problem. Accordingly, the following research questions are posited

Recruitment and retention concern the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates are identified. (Branham, 2001) Retention is the process through which organizations make decisions about who will or will not be allowed to remain in the organization. The retention process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

Price (2007) formally defines recruitment and retention as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. There existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company (Price 2007). This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position (Price 2007).

Similarly Newell and Shackleton (2000) refer to recruitment as "the process of attracting people who might make a contribution to the particular organization". Both these definitions highlight a primary objective of recruitment, and that is to identify and attract future employees. Whereas recruitment is aimed at attracting individuals to an organization, selection is aimed at identifying the most qualified from among those individuals. Bratton and Gold (2003) define selection as "the process by which managers and others use specific instruments to choose from a pool of employees a person or persons most likely to remain in the job(s), given management goals and legal requirements".

Recruitment is the process of attracting, screening, and selecting qualified people for a job (Hoover, In Press). According to Montana and Charnov (2000), recruitment includes sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidate are able to fulfill their new roles effectively. Recruitment form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 1996). Moreover, as Zheng

(2006) and Croucher (2008) point out, there is a positive and significant relationship between recruitment, retention and organizational effectiveness and the performance of a firm. Sang (2005) also discovered a positive association between recruitment, retention and organizational effectiveness and business success. Ichniowski and Shaw (1999), Katou and Bedhwar (2006), and Wright et al. (2005) also reported similar positive results between recruitment, retention and organizational effectiveness and performance in Canada, in Finland and in New Zealand. However, these studies and reports focused mainly on large corporate organizations, and not private banks in Somalia.

According to Branham (2005), staff retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome. A distinction should be drawn between low-performing employees and top performers, and efforts to retain employees should be targeted at valuable, contributing employees.

Cappelli (2000) notes that staff retention concerns an effort by a business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

Organizational effectiveness can be defined as the efficiency with which an association is able to meet its objectives. (Charon, 2001) This means an organization that produces a desired effect or an organization that is productive without waste. Organizational effectiveness is about each individual doing everything they know how to do and doing it well; in other words organizational effectiveness is the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money, and

human and material resources. The desired effect will depend on the goals of the organization, which could be, for example, making a profit by producing and selling a product. An organization, if it operates efficiently, will produce a product without waste. If the organization has both organizational effectiveness and efficiency, it will achieve its goal of making a profit by producing and selling a product without waste. In economics and the business world, this may be referred to as maximizing profits.

Clarke (2001) emphasized that organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. Organizational Effectiveness groups in organizations directly concern themselves with several key areas. They are talent management, leadership development, organization design and structure, design of measurements and scorecards, implementation of change and transformation, deploying smart processes and smart technology to manage the firms' human capital and the formulation of the broader Human Resources agenda.

Organizational effectiveness refers to the efficiency with which an association is able to meet its objectives. The main measure of organizational effectiveness for a business will generally be expressed in terms of how well its net profitability compares with its target profitability. (Cohen, 2001) Additional measures might include growth data and the results of customer satisfaction surveys. If an organization has practices and programs in the areas above, the OE group does many or all of the following roles; examines alignment between the areas and improves the, improves trade-offs between reliability, speed and quality in the above areas, strategizes for higher adoption rates in these areas, facilitates/initiates/catalyzes capability building : structure, process and people (Clarke, 2001).

1.1.3 Theoretical Perspective

The study was based on Critical factor theory developed by Behling, Labovitz and Gainer in 1968. The Critical Contact Theory suggests that individuals are unable to make significant differentiations between diverse job offers. According to Behling et al.

(1968) the length of contact with the company is too limited and most advertisements are too unclear to make any meaningful choice. However this article was written in 1968, in this time vacancies were mainly posted in newspaper and the Internet did not existed yet. Also, in their study, Behling et al. (1968) suggested that college graduates are too inexperienced to evaluate advertisements. However, candidates have to make a choice, as a consequence they are compulsory to rely on the differences they can perceive throughout their contact with companies. Therefore, the individual's decision are based on different factors like the short time spent at an interview, the appearance and questioning of the interviewer, the physical surroundings of the company, the efficiency in responding to applications and other paperwork.

1.1.4 Contextual Perspective

Globally, staff recruitment is an indispensable important link in the human resources management; it is the first important pass of the human resources management. Much of the personnel selection and assessment research has focused almost exclusively on the psychometric or economic issues of selecting the most qualified applicants in most firms across the globe (Guion, 1992). However, recruiting and selecting qualified applicants are two interconnected processes in filling job vacancies. According to Herriot (1989), recruitment and selection procedures in most firms can be viewed as initial steps in the developing relationship between individuals and organizations, providing one potential source of information for applicants to use to evaluate whether their expectations about the organization are being met.

Consistent with this notion, Schwab, Rynes, and Aldag (1987) have suggested that, under conditions of incomplete or no information, applicants in most African firms may make inferences about the job and/or company based on the signals or clues available during selection procedures. Additionally, Nevo (1985; 1986) has suggested that tests that appear valid are more likely to result in a variety of positive outcomes such as increasing satisfaction among test takers, attracting job applicants, and improving public relations in most African based firms. (Griffeth, 2001)

However in Somalia, a number of firms apply the productivity-oriented approach which involves objective appraising of the value produced by efforts and talents of the employee and comparing this value against the worth of inputs and resources provided to this employee by the organization. (Hall, 1996) In most states of Somalia, customers always wish to be served quickly. No one wants to wait for very long. This is especially true when lines begin to form. All one has to do is look at the faces. No one seems to be very happy waiting. It's important that customers see that the representatives are working quickly to take care of them as they are patiently waiting (Grantham, 2000).

In Garowe, although good customer service is part of customer responsiveness in Golis Telecom, customer responsiveness takes customer service a step further. (Grantham, 2000). Customer responsiveness is accurately and insightfully giving customers what they need, want or don't yet know they want and doing so more quickly than anyone else. Providing sufficient training to your staff members and clearly communicating goals regarding customer satisfaction can help you improve customer responsiveness (Holtom et al, 2005)

Hall (1996) argues that staff recruitment and retention programs thus result in conquering of the essential goals for the business. Hence, recruitment and retention is significant for giving a dynamic approach to the organization. This dynamic approach is necessary because every organization that adopts a controlled way of functioning may not be able deliver consistent results but a dynamic and flexible organization may do so. A high degree of quality of work life in the organization results in increased profits, higher employments and accentuating demands in the market. Improving the quality of work life is a continuous and progressive process of the organization. Quality of work life concerns with the requirements, needs, working environment and job design of the employees at workplace (Holtom et al, 2005)

1.2 Statement of the Problem

Nowadays, human resources as a strategic business partner, drive an organization's recruitment and retention to create a workforce that's productive, fully engaged and

highly motivated thus playing an instrumental role in boosting the organizational effectiveness (Holtom et al, 2005). In addition to HR strategy, empowering line management and communicating with employees are key elements to sustaining an employee base. Although some turnover can cause businesses to infuse new talent and bring new perspectives to the organization, basic recruitment and retention are the concern of HR and company leadership (Arnold, 2005).

Golis Telecommunication Company has been observed to be inefficient in administering their day to day activities and tasks; this is majorly linked to sub-standard recruitment procedures objectives.

The problem of staff in efficiency is majorly attributed to poor recruitment procedures. The Golis Telecom has failed to recruit and retain well qualified training staff so this leads to poor organizational effectiveness in terms of poor employee performance, low profit/output

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

1.3 Purpose of the study

The purpose of the study was to establish the effect of staff recruitment and retention on organizational effectiveness in Golis Telecommunication Company, GarowePuntland State in Somalia.

1.4 Specific Objectives

1. To assess the effect of staff recruitment on organizational effectiveness in Golis telecommunication company
2. To assess the effect of staff retention on organizational effectiveness in Golis Telecommunication company
3. To establish the strategies used to improve organizational effectiveness in Golis telecommunication company

1.5 Research Questions

1. What is the effect of staff recruitment on organizational effectiveness in Golis Telecommunication Company?
2. What is effect of retention on organizational effectiveness in Golis Telecommunication Company?
3. What are the strategies used to improve organizational effectiveness in Golis Telecommunication Company?

1.6 Hypotheses

1. Recruitment do not have a significant effect on organizational effectiveness in Golis telecommunication company Puntland Somalia.
2. Retention do not have a significant effect on organizational effectiveness in Golis telecommunication company Puntland Somalia.

1.7 Scope of the Study

The scope represents the Theoretical Scope, Geographical Scope and Time Scope.

1.7.1 Geographical Scope

The study was carried out Golis telecommunication company with three different branch at GarowePuntland Somalia those three branches are Hodan branch, 1augst branch, and Waberi branch. The research concentrated on employees, and it took place in Garowe, Puntland, Somalia.

1.7.2 Theoretical Scope

The study was based on critical factor theory developed by Behling in 1968. From Behling's review, it could be assessed that workers output will increase due to certain objectives of motivating them through regular payment. This helps to influence their working conditions thereby making them to be effective at work. Problems arise when unemployment rate is high and the number of those seeking for jobs far exceeds the vacancies that exist. In this case, candidates have little choice to be offered the job in the institution. Though they possess the knowledge, education, the process should be to filter and re-discover their potentials. When this happens, right (qualified) employees should be placed in the right positions and as a result, it leads to an increase in productivity. Due to the subjective factor of a candidate being best fit for the job, it is not the best procedure to determine whether his output will increase or decrease but it should be assessed from the critical factor observed during interview and the contact with the personnel of the organization that influences his productivity and his decision making.

1.7.3 Time Scope

This study covered the period between January 2016 to November 2016. This time was selected to deeply examine the relevant data regarding this research.

1.8 Significance of the Study

The management

To know the degree of effect that recruitment and retention have on organizational effectiveness for Golis Telecom in Garowe, Puntland, Somalia

Government

The study may help policy makers to fully understand the role played by recruitment procedures on employee performance in organizations

Company (Golis Telecom)

The study may also make the management of the company aware of the degree of influence on organizational effectiveness as caused by recruitment and retention strategies.

Researcher

The study was significant to the researcher in fulfilling one of the requirements for award of the Master's Degree of Business Administration (Human Resource Management)

Future researchers

The study also serves as a future data base for further researches that will be carried out as researchers draw data from the findings which narrowed the existing gaps in recruitment procedures, retention of workers, and organizational effectiveness.

1.9 Definition of Operational terms

Staff: the employee of the organization.

Human Resource Management: The definition of Human Resource Management (HRM) 'Involves the productive use of people in achieving the organization's strategic business objectives and the satisfaction of individual employee needs.

Human Resource activities: The definition as identified by Stone (2005, p. 860) is: 'HR activities such as job analysis, HR planning, recruitment etc.' HR activities for the purposes of this research have been identified as recruitment, selection and retention.

Recruitment is the process of generating a pool of capable people to apply for employment to an organization..

Retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple. However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce.

Clarke (2001) emphasized that **organizational effectiveness** is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. Organizational Effectiveness groups in organizations directly concern themselves with several key areas. They are talent management, leadership development, organization design and structure, design of measurements and scorecards, implementation of change and transformation, deploying smart processes and smart technology to manage the firms' human capital and the formulation of the broader Human Resources agenda.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter dealt with the assessment of literatures which relate to the topic the recruitment, retention and organizational effectiveness practices of organization. Several literatures would be selected and relevant areas would be reviewed and evaluated. This chapter provides information about aspect of previous works which relate to this study. In view of this, a number of presentations culled from various sources are under review here.

2.1 Theoretical Review

The theory which underpinned this study is the critical factor theory developed by Behling, Labovitz and Gainer in 1968. The Critical Contact Theory suggests that individuals are unable to make significant differentiations between diverse job offers. According to Behling et al. (1968) the length of contact with the company is too limited and most advertisements are too unclear to make any meaningful choice. However this article was written in 1968, in this time vacancies were mainly posted in newspaper and the Internet did not exist yet

Arnold (2005) notes that there are instances when a candidate is unable to choose an organization, out of alternatives based on objective or subjective factors which are given above. This is due to many reasons such as limited contact and insufficient data, in regards to the organization or his own inability to analyze and come to any firm conclusion. In such cases, certain critical factors observed by him during his interview and contact with personnel of the organization will have profound influence in his decision process. (Arthur, 1994)

It must be remembered that the theoretical base given above, is and others was mostly influenced by the labor conditions which exist in developed countries like USA and western European nations like UK, France, And Germany. In these countries vacancies are plenty and there is scarcity of suitable hands. (Barber, 1998)

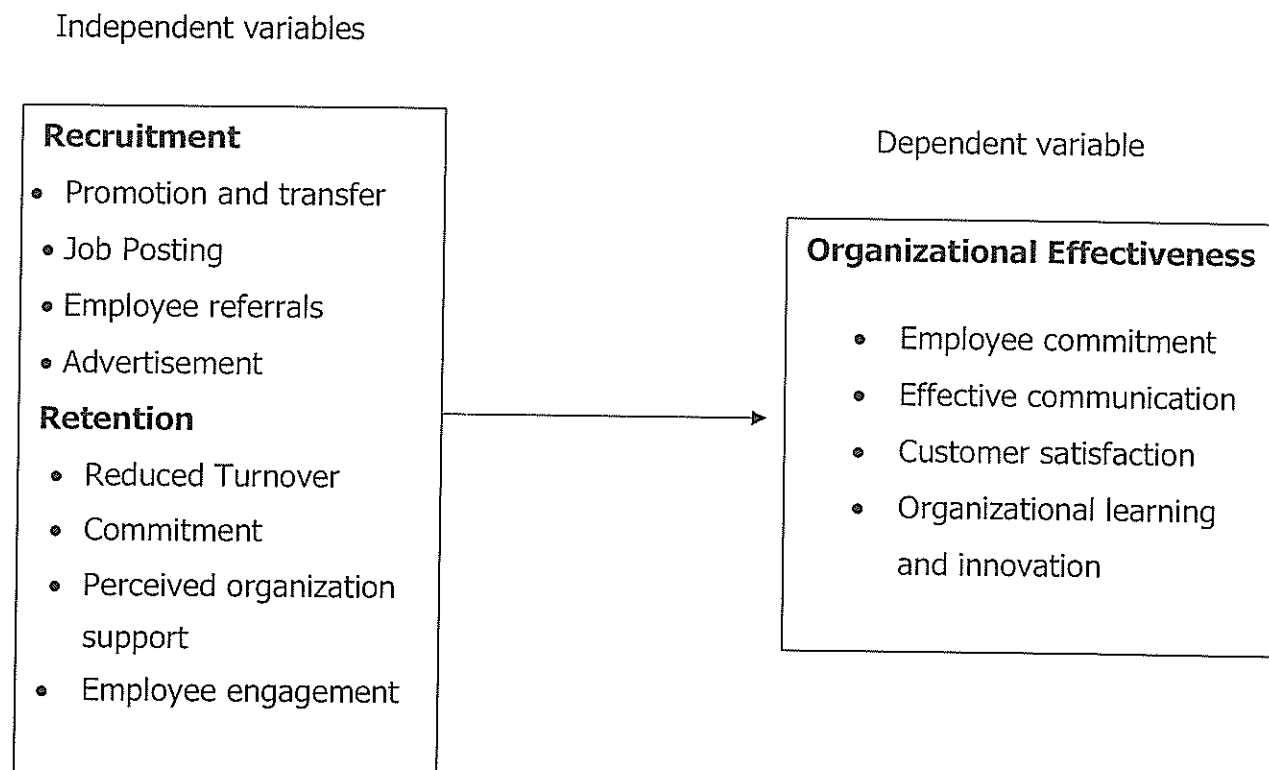
In a developing nation like India, the reverse is the case, where vacancies are less and hands are more resulting large scale "educated unemployment" (Borkowski, 2005). The theoretical base given above as such cannot be applied in Indian conditions except in high paid jobs like R&D, marketing, finance, etc, where higher skill and better knowledge are the prerequisites. In such cases candidate has variety of choices and he is the master of his choice. In production, servicing and clerical jobs, unemployment is high where the number of jobseekers far exceeded the vacancies.

Branham, (2001) argues that in such situation candidate have little choice and grab whatever be the job offered by whichever be the organization. In such cases, the potential employers/organizations is in a better position to choose the candidates from many available.

2.2 Conceptual Framework

The figure below presents the conceptual framework for the study. It is a diagrammatic representation of how the study variables under investigation are conceptualized to be related to each other by the researcher.

Figure 2. 1: Conceptual Framework for the Study



Source: Benedicta and Appiah (2010)

There is a conceptualized relationship between recruitment, retention and organizational effectiveness of an organization. The independent variables focuses on promotion and transfer, Job Posting, Employee referrals and advertisement, Skill recognition, Opportunities for career development, Provision of mentoring or coaching to employees and Job content whereas the dependent variable concerns the employee commitment, Effective communication, Customer satisfaction and Organizational learning and innovation (Benedicta and Appiah, 2010)

2.3 Related Literature

2.4.1 Effect of staff recruitment on organizational effectiveness

2.4.1.1 Promotion and transfer

Branham (2005) stresses that many organizations prefer to fill the vacancy through promotions and transfers from within the organization whenever possible. Promotion involves movement of an employee from a lower position to a higher position accompanied by changes in duties, responsibilities, status and value. (Bratton and Gold, 2003)

Capelli (1999) notes that a transfer on the other hand, involves lateral movement within the same grade from one job to another. It may lead to changes in duties and responsibilities, working conditions, etc but not necessarily salary. Internal promotions and transfers certainly allow people greater scope to experiment with their careers, kindling ambitions and motivating them to take a shot at something they might otherwise never have considered (Cappelli, 2000)

2.4.1.2 Job Posting

Charon and Colvin (2001) argue that job posting is another way of hiring people from within. In this method, the organization publicists job openings on bulletin boards, electronic media and similar outlets. One advantages of this method is that it offers a chance to highly qualified applicants working within the organization to look growth opportunities within the company without looking for greener pastures outside. (Cherrington, 1995)

2.4.1.3 Employee referrals

According to Cloete (1997), employee referral means using personal contacts to locate job opportunities. It is recommendation from a current employee regarding a job applicant. The logic behind employee referral is that "it takes one to know one". Employees working in organization are encouraged to recommend the names of their working in other organization for a possible vacancy in the near future. In fact, this has become a popular way of recruiting people. Companies offer rich rewards also to employees whose recommendations are accepted- after the routine screening and examining process is over and job offers extended to the suggested candidates.

2.4.1.4 Advertisement

Cunningham (2002) argued that advertisements generally give a brief outline of job responsibilities, compensation package, prospects in the organization, etc. in recent times; this medium has become just a colorful, lively and imaginative as consumer advertising. These include advertisement in newspaper, trade, professional and technical journals, radio and television.

2.4.2 Effect of retention on organizational effectiveness

2.4.2.1 Reduced turnover

According to Glebbek2011 managerial concern on reduced employee turnover has suddenly become heightened. This concern is further excercabated as a result of the growing cost of replacing employees, or other general costs typically associated with employees like recruitment and training. Some of the specific concerns of managers and other concerned stakeholders are the negative consequences of high reduced employee turnovers which are often reflected in product and service quality, consistency and stability of services exchanged for money with clients and customers in general (Toby, M., E.; Baiyin., Y.; Kenneth R. B. (2010). Other consequences of unchecked growing rate of employee turnover could also be an increase in the client`s level of dissatisfaction with products and services being offered by such organization.

Other related costs that emanate from an increase in the rate of reduced employee turnover are described as the costs of voluntary turnover by Milanzi M. M. (2012).

According to Mobley, W. (2013) the following are some of the factors that impact on reduced employee turnover and organizational effectiveness: Increased customer complaints about the service; the quality of service is decreasing because of employee shortage, the replacement employee may be unfamiliar with the unit and task or duties to be performed; therefore inefficiency and errors may result, sometimes a personnel member in the unit is in the lower categories of employee.

Bureau of Labor Statistics (2014) asserts that reduced employee turnover may have devastating effects on service rendered by the organization and these may bring deficits in meeting customer demand. This leads to customer irritation and increase in complaints. Charles et al (2010) states that organizations that create work environments that attracts.

Reduced employee turnover can also have a negative impact on other employees by disrupting group socialization processes and increasing internal conflict, which can lead to triggering additional absenteeism (Staw, B. (2012). In addition, the interpersonal bond that is developed between employees is central to the communication patterns that are characteristic and unique to any organization. People grow professionally and personally, and good employers are able to accommodate these changes in the circumstance. A highly satisfied workforce is far more capable of meeting organizational goals and customer needs than an apathetic and uninspired one Birdi, et al (2010) states that cost is not only financial but must also be measured by the damage to employee morale and deficits in meeting community demand.

2.4.2.2 Commitment

Performance improvement in an organization goes beyond the commonly accepted principles of good management and effective leadership by engaging the emotional

commitment of the employee Katzenbach, Jon R. (2010). Employee commitment is the differentiating factor between top performing companies and those of average performance Katzenbach, Jon R. (2010). Emotionally engaged employees are more productive and more customer-focused. High-levels of employee commitment are positively correlated with superior financial performance in organizations demonstrated by significant increases in operating and net profit margin (International Survey Randal, D.M., & Cote, J. A. (2012). Individuals and teams that are committed to the values and goals of an organization have a higher morale and lower turnover, increased job satisfaction, and increased productivity (Mowday, R.T., Porter, L. W., & Steers, R. (2011).

Employee committed and proficient people are extensively valuable because they can often make things work despite less than perfect systems. The answer to higher productivity in an organization lies in a larger investment in creating committed people. Employee commitment should be viewed as a business prerequisite. Organizations that have difficulty in retaining and replacing competent employees will find it hard to optimize performance. Therefore the performance benefits grow from increased employee commitment leads to Increased job satisfaction (Vandenberg, R., & Lance C. (2014)).

Several studies have demonstrated a link between early job experiences and commitment The induction program should be the ultimate step of the recruitment and selection process. A gratifying induction program will make current employees more familiar with and more at ease within the organization. Employees enter the organization with a presumption of compatibility and should be welcomed. This will make new recruits more likely to be perceptive to feedback and other interferences that encourage social alliance. Mignerey, J., Rubin R., & Gordon W. (2011). found that commitment was related to employees' perceptions of organizational efforts to provide them with training, but not to their actual training experiences. IES research with numerous organizations also supports the relationship between the provision of training

and development opportunities for staff and increased levels of commitment and job satisfaction.

According to (Nystrom, P. (2013), real employee commitment often evolves into an exchange relationship in which individuals attach themselves to the organization in return for certain rewards or outcomes. It is important for organizations to structure the economics of the relationship in a way that will not obstruct commitment. Given monetary reward to employees in organizations is very important especially if the organization want to appreciate and achieve its goals and objectives. This is because monetary reward influences the commitment level of employees irrespective of their gender, work tenure and educational level.

2.4.3 Perceived organization support

Perceived organizational support created by reason of job conditions and some human resource practices provide creation of positive employee attitude and behavior. Fair treatment, supervisory support, and rewards and favorable job conditions showed a strong relationship with perceived organizational support (Rhoades and Eisenberger (2010). On the other hand, perceived organizational support strengthens employees' effort in the organization, resulting in greater efforts to fulfill the organization's goals. According to organizational support theory, in return for a high level of support, employees work harder to help their organization reach its goals (Aselage and Eisenberger (2013) because organizational support has a significant effect on job satisfaction and organizational commitment (Rhodes and Eisenberger, 2010).

Perceived organizational support has a significantly positive effect on affective commitment. In other words, employees will feel more attached to the organization if they receive support from organizations. Consistent with findings reported by Eisenberger (2011),), Rhoades and Eisenberger (2010) the belief is that employees who are cared for and valued by their organizations will attach to their organization in an effective way. Employees who attach to their organization show better performance and

more meaningful contributions. Organizations or supervisors, therefore, should spend reasonable and intensive time with their employees through supportive activities like socialization and training.

Perceived organizational support has a significant effect on job satisfaction. Namely, employees who feel their organization as supportive are satisfied with their job. Several methodological studies demonstrated that employees who are supported from their organization are satisfied with their job (Buchanan (2012)). Employees who are satisfied with their jobs give a better performance and contribute to organizational effectiveness (i.e. commitment and lower employee turnover intentions).

Perceived organizational support is one of the most important organizational concepts that keep employees in the organization, since organizational support is known as a key factor in increasing job satisfaction and the organizational commitment of employees. On the other hand, organizational commitment and job satisfaction are equally important to customer satisfaction (Lam and Zhang (2010)). Service-oriented organizations such as airlines and hotels recognize that employee satisfaction will go a long way toward contributing to their goal of having happy customers (Robins and Judge (2011)). Employees supported by their organization feel this support is given because they are valuable employees for their organizations. Employees who feel their organization value and appreciate them are satisfied with their job and attached to their organization.

2.4.3.1 Employee Engagement

Employee engagement is essential to succeed in business, yet few organizations successfully define, measure or manage this leadership model. (Perrin, T. (2010) uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience. These experiences or "drivers"

regulate engagement level. By managing these drivers to be positive experiences, leaders can motivate an innate desire for employees to consistently do their outstanding work. Employee engagement management is an alternative to commanding and controlling what specific work should be done, when, at what speed and with what kind of attitude.

The outcomes of employee engagement are advocated to be exactly what most organizations are seeking: employees who are more productive in which they can work over the target within working time, profitable in which they spend the financial usage of company efficiently, safer, healthier, less likely to turnover, less likely to be absent, and more willing to engage in discretionary efforts (Buchanan, L. (2012).)

. It is not surprising that corporate executives are consistently ranking the development of an engaged workforce as an organizational priority (Ketter, P. (2009). Further, employee engagement can be a deciding factor for organizational effectiveness. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value. Thus, to gain a competitive edge, organizations are turning to HR to set the agenda for employee engagement and commitment.

It is a desirable condition, where an organizational connotes involvement, commitment, passion, enthusiasm, focused effort, and energy among employees. So it has both attitudinal and behavioral components Erickson, T. J. (2013). Engagement is the measure of an employee's emotional and intellectual commitment to their organization and its success. It is an outcome of employees' organizational experiences that are characterized by behaviors that are grouped in to three categories: say, stay and strive. Employee engagement means a person who is fully involved in, and enthusiastic about, his or her work. Engaged employees care about the future of the company and are willing to invest the discretionary effort to see that the organization succeeds.

Employee engagement can be considered as cognitive, emotional and behavioral. Cognitive engagement refers to employees' beliefs about the company, its leaders and the workplace culture. The emotional aspect is how employees feel about the company, the leaders and their colleagues. The behavioral factor is the value added component reflected in the amount of effort employees put into their work (Lockwood, N. R. (2010). Employee engagement is "a condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behavior". It is thus the level of commitment and involvement an employee has towards their organization and its values. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus, employee engagement is a barometer that determines the association of a person with the organization.

2.4.4 The level of organizational effectiveness

2.4.4.1 Employee commitment

Arnold (2005) notes that adopting a deliberate focus on Commitment requires organizations to recognize the fundamental role that employees play in the success of the organization. This means thinking beyond the traditional emphasis on physical and investment capital and incorporating the value of "human capital" into the calculation of success, especially with the development of the knowledge economy.

Arthur (1994) reveals that commitment is one of the factors that can help "inoculate" an organization against turnover, at a time when there is an increasing need for companies to find and hold onto their most talented employees. These days, the success of an organization is even more dependent on having a stable and committed workforce whose contributions coalesce into productive group actions.

Barber (1998) emphasize that an important contributor to this need is the fact that it is becoming more difficult to replace employees because their knowledge and skills are often more refined and specialized than in the past. Finding and keeping good employees in this environment is imperative but it is not going to be easy - according to

Insight link's Employee Norms for 2005, three-in-ten employees do not expect to stay at their current organization for more than 2 years (Borkowski, 2005).

2.4.4.2 Effective communication

Branham (2001) argued that a two way information sharing process which involves one party sending a message that is easily understood by the receiving party. Effective communication by business managers facilitates information sharing between company employees and can substantially contribute to its commercial success. (Branham, 2005)

2.4.4.3 Customer satisfaction

Bratton (2003) stressed that customer satisfaction is a term frequently used in marketing. While it's often abbreviated as CSAT, it is more correct to abbreviate it as CSat. It is a measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals." (Capelli, 1999)

It is seen as a key performance indicator within business and is often part of a Balanced Scorecard. In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. (Charon, 2001)

2.4.4.4 Organizational learning and innovation

Cherrington (1995) stressed that organizations are unique in that each has its own personality. For an organization to be successful, it is important that the personality or culture is managed effectively. Therefore, organizations must define their culture and understand how it impacts success. Additionally, organizations must develop and execute strategies for managing culture as a competitive advantage and meet their fundamental goals.

Organizational learning examines the way an organization learns and adapts to changes in the work environment. Perkins, Bess, Cooper, Jones, Armstead, & Speer (2007) referred to organizational learning as the ability of an organization to change its structure, values and goals in response to or in preparation for changes in the work environment. Subsequently, Korkmaz & Cemaloglu (2010) asserted that the life of organizations is extended by seeing change and innovation as opportunities to understand how the organization can better learn. Within an organization, Gephart, Marsick, Van Buren, & Spiro (1996) emphasized that models of a learning organization contain elements such as leadership and management, culture, systems for communication and structure, performance support and technology. These elements successfully help an organization adapt to changes in the work environment and be productive.

It is necessary to have a culture that supports innovation to change a product, process or service. This type of culture encourages individuals to think autonomously and creatively in applying their intellect to challenges of the organization. Edwards (2000) interpreted organizational innovation as the process where these creative ideas and new processes are encouraged and even implemented.

2.4.4 Strategies used to improve organizational effectiveness

2.4.4.1 Create a Culture of Fairness, Honesty and Transparency

Eisen (2005) noted that this is probably one of the most common complaints in organizations. Employees need to feel that the organizational culture rewards honesty, encourages fairness whether in recruitment, training or salary negotiation and is open about changes going on (Gerber, 1992). Even if bad news has to be communicated (and there are ways to get that right) employees are much more likely to accept even unpopular decisions if they see that they are being treated fairly, that there are clear business reasons for initiating change and that there are no hidden agendas. This factor places a heavy duty of care on the CEO and managerial leaders at all organizational levels to demonstrate personal integrity and courage. An organization's effectiveness will rely heavily on such factors (Grantham, 2000).

2.4.4.2 Design and Maintain Felt-Fair Pay Systems in the Organization

Griffeth (2001) stresses that starting in the 1950s in Glacier Metals in the UK, concluded that employees wanted to receive pay which was fair for the type and complexity level of the work they performed. Staff recognized that others should be paid more for work that carried a higher level of complexity and accountability but that there should be a balanced ratio of pay to work throughout the levels of work in an organization. In order to achieve this, an analysis of the accountabilities and work complexity factors in each role and at each level needs to be undertaken to provide a starting point for calculating felt-fair pay. (Hall, 1996)

2.4.4.3 Make Managers Accountable for Coaching Their Staff

Holtom (2005) argues that many exit interviews with dissatisfied employees reveal that managers often failed to support their subordinates to improve their performance or acquire new skills. This was less a question of financial investment in training programs and more to do with the manager failing to give his or her time and attention to coaching. (Hytter, 2007) Managers can be held accountable within their own performance evaluations for employee coaching so that it no longer remains an optional extra but a pre-requisite to good managerial performance. Good coaching is simply about spending more time with employees, setting them goals, giving them feedback and support and creating on-the-job opportunities to learn and improve (Kleiner, 2000)

2.4.4.4 Develop Your Employees and Create a Succession Plan

Morrison, (2006) notes that managers may sometimes feel threatened by the idea of identifying and developing successors for their own roles, but failure to plan for succession will leave the organization vulnerable to unexpected and expensive changes. Employees want to know what may be their long-term potential and have clear goals for developing their talent. This investment leads to improved employee motivation and engagement and is a major factor in retaining key talent (Vender westhuizen, 2005).

2.4.4.5 Set Up Occupational Health and Social Facilities

Arnold (2005) argues that small changes can make a big difference, whether it's a new water cooler or access to subsidized healthcare or social facilities. On the other hand, an extensive program of facilities – gym, in-house occupational counsellors, and staff restaurant – will clearly require significant financial investment, and a thorough cost-benefit analysis should be undertaken. Research is important, looking into the experience of other organizations that have made such investments, to ensure that any improvement in organizational effectiveness is more than just superficial or short term. (Arthur, 1994)

2.4.4.6 Create Opportunities for Employee Feedback and Participation

According to Barber (1998), Managers are paid to manage and make decisions but they don't necessarily have all the answers all the time. Everyone has a view, whatever its merits, and employees who are invited to participate and contribute ideas are much more likely to accept decisions and changes if they feel they have had an opportunity for their opinions to be considered. (Charon, 2001)

2.4 Research Gaps

The review of literature showed several significant gaps. The most notable gap was the fact that all literature reviewed talked of how staff recruitment, retention and organizational effectiveness have always acted the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the efficiency of employees and organizational development too. This was not true for the case at hand which sought to link staff recruitment, retention and organizational performance. Some of the researchers such as Kamau (2012) used ineffective research instruments while others used obsolete instruments hence compromising their findings. Furthermore some authors were not clear about the link between the two variables under investigation but only faintly implied the existence of the relationship. Other studies analyzed the impact of only some or one of the constructs encompassed by this study; it was prudent to have all these dimensions to be reviewed under a single study. From the summary of

literature gaps identified here, the researcher resolved to undertake a fresh primary study to establish the causal link between staff recruitment, retention and organizational performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explained the methods that were used in this research including the research design, the study population, sampling procedures, research instruments, sources of primary and secondary data, data collection instruments, validity and reliability, data gathering procedures of research findings, data analysis, ethical consideration and limitations of this research.

3.1 Research Design

This study employed the descriptive survey design specifically the descriptive comparative and descriptive correlation strategies. Descriptive studies are non-experimental researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involves events that have already taken place and may be related to present conditions (Kothari, 2004). Further, descriptive surveys are used to discover causal relationships (descriptive correlational), differences (descriptive comparative), to provide precise quantitative description and to observe behavior (Treece and Treece, 1973).

3.2 Study Population

The study primarily focused on 240 respondent from (the Records Obtained from the Human Resource Managers of the Golis telecommunication company Garowe, Puntland , Somalia, 2013) the study focused on three branches of Golis Telecommunication Company in Garowe, namely Hodan branch, 1augst branch, Waberi branch in Garowe, Puntland Somalia and researcher targeted employees of the Golis telecommunication company Garowe. The researcher targeted the population from each branch using methods by random sampling and purposive sampling..

Table 3. 1: Population and Sample of Respondents

Branch	Category of Respondents	Population	Sample	Sampling Technique
Hodan branch	Top management	30	20	Simple random
	Middle management	36	23	Simple Random
	First line management	40	23	purposive
	Total	106	66	
1aAugust branch	Top management	20	18	Simple Random
	Middle management	24	15	Simple random
	First line management	40	20	Purposive
	Total	84	53	
Waberi branch	Top management	10	6	Simple random
	Middle management	20	10	Simple Random
	First line management	20	15	Purposive
	Total	50	31	
Grand Total		240	150	

Source: (the Records Obtained from the Human Resource Managers of the Golis telecommunication company GarowePuntland, Somalia, 2013)

The study employed the employees of top management and first line management that included the heads of departments of Golis telecommunication in the studied branches.

3.3 Sample Size

The researcher used the Slovene's formula to determine the sample size out of study population of 240 members, 150 respondents were selected from the study population. Slovene's Formula is applied as follows,

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

Where n = sample size

N= population of the study

1= constant

e = marginal error (0.05)

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

$$n = \frac{240}{1 + 240(0.0025)}$$

$$= \frac{240}{1 + 0.5}$$

$$= \frac{240}{1.5}$$

= 150 respondents.

3.4 Sampling Procedure

This study employed simple random sampling and purposive random sampling techniques. Simple sampling techniques were used to categorize the respondents that were included in the sample. Random sampling was used in selecting respondents from the population listing by chance. Employees were randomly selected so as to get equal representation of the respondents. In that way, every member had an equal chance to be selected. Purposive sampling was used for first line managers while simple random sampling was used for the top management and middle management to decide who was to be included in the sample.

3.5 Research Instruments

Both questionnaire and interview were used;

3.5.1 Questionnaire

The questionnaire consisted of structured type for the collection of the required data in this study. The reason of selecting this questionnaire to respondents the researcher

believed that the questionnaires were the most reliable instrument to get essential information from the respondent without fear or hesitancy. The first part of the questionnaire involved the face sheet and other sections were mainly based on study variables. The research variables will include: recruitment, retention and organizational effectiveness in Golis Telecommunication Company in Puntland, Somalia. It was also less costly as compared to the other instruments. Each respondent was provided a chance to express his or her idea, opinions, and views freely in provided space without any excessive influence of the researcher.

3.5.2 Interviews

This method was used to obtain primary information from respondents, mainly the key informants. The tool helped the researcher to ask about the effect of recruitment, retention and organizational effectiveness in improving of Golis telecommunication in Somalia

3.6 Sources of data

There are two general sources of data, which included primary and secondary.

3.6.1 Primary Data

This was data that provides first-hand information in research (Hair, et al 2003) primary data included questionnaires and interviews.

3.6.2 Secondary Data

Secondary data was collected and assembled for some research problems or opportunity situation other than the current situation (Hair et al 2003) secondary data is useful for it forms the baseline and starting point for the research study. It only involved documentary analysis.

3.7 Validity and Reliability

3.7.1 Validity

To ensure the validity of the questionnaire and interview guide; some two experts in research were involved in instrumentation of the research instruments. In this regard, after constructing the questionnaires and interview guide, they were submitted to the two experts to ensure their validity through their duties' basis. This was based on estimated alpha coefficient value of 0.7 and more. Thus, after the experts' judgment, the compilation of the resonances from raters was computed to determine the content validity index (CVI).The following formula was used to determine the Content Validity Index (CVI).

$$CVI = \frac{\text{Number of items rated as relevant}}{\text{Total number of items rated in the questionnaire}}$$

Table 3. 2: Determination of Validity of Instrument

	Relevant items	Non-Relevant Items	Total
Questionnaire 1	39	6	46
Questionnaire 2	37	5	46
Total	76	11	92

$$CVI = \frac{76}{92} = 0.826$$

The above table demonstrates that the computed CVI was 0.826 and this was greater than the estimated alpha coefficient of 0.70. Thus, the instruments were considered valid.

3.7.2 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Muganda & Mugenda, 2003). Reliability of the instrument was established through a test-retest technique. The table 1 shows each main constructs of the model are considered acceptable since the Cronbach's alpha related to each of them exceeded 0.70, confirming a satisfactory reliability.

Table 3. 3: Reliability Test Results

Construct Variable	Cronbach's Alpha	Number of items
Staff Recruitment	0.78	12
Retention	0.79	12
Organizational Effectiveness	0.78	10
Strategies	0.87	12
Mean	0.805	46

The mean for the reliability test was established at 0.805 which was well above 0.70 and therefore the internal consistency (reliability) of the instrument will be confirmed.

3.8 Data Gathering Procedures

Before the administration of the questionnaires

1. An introduction letter was obtained from the college of higher degrees and research for the Researcher to solicit approval to conduct the study from respondents in bank.
2. When approved, the researcher secured a list of the qualified respondents who were in charge and selected through systematic random sampling from this list to arrive at the minimum sample size.
3. The respondents were explained to about the study and were requested to sign the Informed Consent.
4. The researcher produced more than enough questionnaires for distribution.

5. Selected research assistants who assisted in the data collection; briefed and oriented them in order to be consistent in administering the questionnaires.

During the administration of the questionnaires

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants emphasized the retrieval of the questionnaires within five days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all had been 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).

3.9 Data Analysis

Analysis of the data collected during this research was enlist several statistical methods. First, the demographic characteristics of the respondents were analyzed by use of frequencies, percentages. The rest of the analysis was done by objective-by objective. To analyze the effect that staff recruitment, retention had on the organizational effectiveness, the regression technique was consulted. In this case, the R Squared coefficient was the determining statistic to establish the degree of the effect.

3.10 Ethical consideration

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

The respondents were coded instead of reflecting the names.

Solicited permission through a written request to the concerned officials of the company in order to access the data from respondents in Puntland Somalia.

Requested the respondents to sign in the Informed Consent Form

Acknowledged the authors quoted in this study and the author of the standardized instrument through citations and referencing.

Presented the findings in a generalized manner

3.11 Limitations of the study

There were issues of very committed respondents who were not stable in providing data especially the interview. The main data collection instrument the questionnaire was used to tackle the busy nature of respondents.

Fear of confidentiality of information by the respondents was to affect the data collection. The informed consent form was used to assure respondents of their confidentiality.

Instrumentation: The research instruments on resource availability and utilization are not standardized. Therefore a validity and reliability test were done to produce a credible measurement of the research variables.

Testing: The use of research assistants brought about a threat of 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 this threat, the research assistants were oriented and briefed on the procedures to be done in data collection

CHAPTER FOUR

FINDINGS PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter deliberated on the presentation and analysis of findings obtained from the field. It was done with respect to the objectives of the study which were as follows. The chapter is organized into four sections namely demographic characteristics, objective one, objective two, and objective three.

4.1 Demographic Characteristics of Respondents

It was necessary to first examine the demographic characteristics of the respondents who participated in the study. Frequencies and percentages formed the basis of analyzing this part. The results are as presented in the following three tables.

4.1.1 Gender of Respondents

The first parameter to be examined was concerning the gender of respondents involved in the study. Table 4.1 shows the frequencies and percentages on the two genders as they were found to exist in the company.

Table 4. 1.1: Gender of Respondents

	Frequency	Percent
Male	140	93.3
Female	10	6.7
Total	150	100.0

Source: Primary Data, 2016

Findings suggest that there were way more males than females among the participants in the study. In absolute terms, there were 140 male respondents and 10 female respondents. The males accounted for 93.3% while the females accounted for only 6.7% of the 150 respondents consulted. These participants were obtained from the workers of Golis Telecommunication Company. This goes to suggest that the firm has more male than female employees.

4.1.2 Educational Qualification of Respondents

The second parameter to be investigated was the educational qualification of the respondents consulted during the study. Table 4.2 offers the results that were obtained from performing a descriptive analysis using the SPSS software.

Table 4. 2: Educational Qualification of Respondents

	Frequency	Percent
Primary	10	6.7
Secondary	20	13.3
Certificate	33	22.0
Diploma	29	19.3
Bachelor's	35	23.3
Post Graduate	23	15.3
Total	150	100.0

Source: Primary Data, 2016

Findings indicate that the most dominated educational qualification was bachelor's degree which had a composition of 23.3%. This was closely followed by the group of respondents that had certificates as the constituted 22.0% of the 150 respondents. Those with diplomas composed 19.3% of respondents while those with post graduate qualifications were 15.3%. The respondents with secondary and primary school certification as their highest held academic qualifications came in last as they had 13.3% and 6.7% composition respectively. The general implication was that the educational competence of the employees at the company was above average.

4.1.3 Age Distribution of Respondents

Finally, the last parameter to be examined under the demographic characteristics of respondents was their age distribution. Table 4.3 shows the results that were obtained after performing the analysis using SPSS.

Table 4. 3: Age Distribution of Respondents

	Frequency	Percent
20-35	98	65.3
36-49	38	25.3
>=50	14	9.3
Total	150	100.0

Source: Primary Data, 2016

From the findings established, indications were that the most dominant age group amongst the respondents was 20-35. This group constituted 65.3% and was followed by those between 36 and 49 years as they claimed 25.3% composition. The least populated age group was for those with 50 years or more as they claimed only 9.3% composition. These findings can generally be interpreted that the company had more young employees than older ones which is good for its continued operations.

4.2 Effect of Staff Recruitment on Organizational Effectiveness in Golis Telecommunication Company

The first objective of the study was to establish the effect that staff recruitment had on the organizational effectiveness of Golis Telecommunication Company. To achieve this objective, there was a need to perform a regression analysis of the two variables in question. However, before undertaking this procedure, the variable of staff recruitment was first explored by examining its descriptive statistics.

4.2.1 Descriptive Statistics on Staff Recruitment

Table 4. 2.1 Descriptive Statistics on Staff Recruitment

Variables	Mean	Std. Dev	Ranks	Construct Ranks
Many organization prefer to fill vacancy through promotion and transfer	1.335	1.064	3	4
A transfer involves lateral movement within same grade from one job to another	1.478	0.744	1	
Internal promotions and transfer certainly allow people greater scope to experience with their careers	1.400	1.043	2	
Promotion and transfer	1.404	0.950		
Job posting is another way of hiring people from within	1.390	0.947	3	2
organization publicize job openings on bulletin boards, electronic media and similar outlets	1.570	1.172	1	
It offers a chance to highly qualified applicants working within the organization	1.500	1.091	2	
Job Posting	1.486	0.568		
Employee referral means using personal contacts to locate job opportunities	1.430	1.064	3	3
Employees working in organization are encouraged to recommend their names of employees to recruit	1.490	1.008	1	
It is recommendation from a current employee regarding a job applicant	1.490	1.079	1	
Referrals	1.471	0.642		
Advertisements generally give a brief outline of job responsibilities	1.470	1.085	3	1
This includes advertisement in newspaper, trade, professional and technical journals, radio and television	1.500	1.110	1	
It helps to recruit highly qualified staff	1.500	1.157	1	
Advertisements	1.491	0.656		
Overall Statistics	1.483	0.622		

Source: Primary Data, 2016

Refer to the table

Findings suggested that the assessment of promotion and transfer according to the respondents was very low since it had a mean score of 1.404. The standard deviation for the variable was established to be at 0.950 to indicate that the responses were not that far apart.

Findings suggested that the assessment of job posting according to the respondents was very low since it had a mean score of 1.486. The standard deviation for the variable was established to be at 0.568 to indicate that the responses were not that far apart. The highest rated statement was "organization publicizes job openings on bulletin boards, electronic media and similar outlets" which was assessed at a mean score of 1.570 thereby indicating that it was very low. The lowest evaluated statement was "Job posting is another way of hiring people from within" as it was established at a mean score of 1.390 and interpreted as very low. The overall implication was that the company did not use job posting as a formidable strategy in improving their recruitment of employees.

Results from the analysis of descriptive statistics indicated that the variable of referrals was assessed to be very low in the telecommunication company encompassed in the study. The mean of the responses was rated at 1.471 which was interpreted as very low. The standard deviation was computed to be at 0.642 which signifies that the responses were not far apart from each other. The highest evaluated statement in this case was "Employees working in organization are encouraged to recommend their names of employees to recruit" as it was computed at a mean score of 1.490. The lowest rated statement was "Employee referral means using personal contacts to locate job opportunities." It obtained a mean score of 1.430 which was also interpreted as very low. The overall implication was that there were not enough referral employees involved in the recruitment of new employee at Golis Telecommunication Company.

Findings in this regards attested to the fact that the usage of advertising channels to recruit staffs was also not adequately utilized. The mean score for this variable was

computed to be at 1.491 to suggesting that it was very low. The standard deviation was established to be at 0.656 thereby indicating that responses were not quite polarized. The highest evaluated statement within this construct was that "It helps to recruit highly qualified staff" as it was computed at a mean score of 1.500 and interpreted as very low. The lowest rated statement was "Advertisements generally give a brief outline of job responsibilities." This statement was assessed at a mean score of 1.470 and interpreted as very low too. This means that even though the company used advertising channels to boost its recruitment process, there were significant challenges in using it.

From the interviews conducted, respondents were clear on the fact that recruitment strategies had a huge impact on the effectiveness of organization. The statements below are indicative of the assessment of respondents in this regard.

"When you effectively recruit and select the right employee, there's a domino effect. Your new hire will do her job well. Employees will see that you make wise decisions. You will gain respect from your workforce, and you will get higher productivity as a result of that respect. This positive attitude will affect the quality of your products or services, and ultimately, your customers' perceptions of your company...we do not even allocate enough time to recruit staffs, we rush the process and this is why we end up with employees who are not effective enough..."

4.2.2 Organizational Effectiveness in Golis telecommunication Company

Table 4.2.2:Effectiveness Golis telecommunication Company

Variables	Mean	Std. Dev	Interpre tation
Employees are highly committed to their work	2.60	.69	Moderate
The management is committed to fully executing their duties	2.28	.75	Low
There is effective communication between employees in the organizations	2.98	.85	Moderate
The management employee communication is adequate	2.02	.59	Low
There is good organizational external communication	2.00	.79	Low
The customers of this organization receive a satisfactory quality	2.31	.98	Low
There is effective time of delivery to the customer requirements	2.42	.76	Low
The organization easily adapts to new innovations	1.99	.98	Very Low
The organization has a strong learning culture through training	1.98	.74	Very Low
There is periodic training of employees on changes in organizational and customer requirements	2.09	.81	Low
Average Mean	2.34	.74	Low

Source: Primary Data, 2016

Results in table 4.2.2 on the effectiveness Golis telecommunication Company reveal a mean average of 2.34, standard deviation of .74 interpreted as low. The results imply that the effectiveness of Golis telecom is low as presented in the table 4.2.2

Employees are highly committed to their work with the mean of 2.60 interpreted as moderate, The management is committed to fully executing their duties according to mean 2.28 showing low and there is effective communication between employees in the organizations with the mean of 2.98, interpretation of moderate implying that many respondents agree that the commitment aspects mentioned were fairly low.

It was further established that the management employee communication is adequate had a mean of 2.02, standard deviation of .59 interpreted as low. It was further established that there is good organizational external communication with the mean of 2.00 interpretation of low

Further responses were that the customers of this organization receive a satisfactory quality had the mean of 2.31, meaning low and The effective time of delivery to the customer requirements was also found wanting at 2.42 implying low responses rates to customer requirements in Golis Telecom.

The organization easily adapts to new innovations with the mean of 1.99 interpreted as very low while the organization has a strong learning culture through training had a mean of 1.98 and there is periodic training of employees on changes in organizational and customer requirements with the mean of 2.09 interpreted as low in Golis telecom.

The average mean of the responses indicate that the responses on the effectiveness on the aspects of communication, commitment innovation and learning among others were found prevailing though inadequate and low for the operations of Golis telecom

The level of organizational effectiveness in terms of communication, employee commitment, learning and innovation. The level of effectiveness was found existing though some aspects innovations and learning are found existing, the means of the of the responses provided that there exist the means of effectiveness though not adequately handled provided in the loopholes existed.

4.2.3 Effect of recruitment on Organizational Effectiveness

Table 4.2.2: Shows the effect of recruitment on organizational effectiveness

A simple regression technique was consulted to analyze the effect of recruitment on organizational effectiveness. Table 4.2.3 shows the results that were obtained after this statistical procedure.

Table 4.2.3: Regression Test Results for Recruitment against Organizational Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 ^a	.318	.304	.27267

a. Predictors: (Constant), Recruitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.057	3	1.686	22.675	.000 ^b
	Residual	10.855	146	.074		
	Total	15.912	149			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.155	.098		11.789	.000
		.246	.039	.428	6.246	.000

a. Dependent Variable: Organizational Effectiveness

Source: Primary Data, 2016

Regarding the effect that recruitment had on organizational effectiveness of Golis Telecom in Somalia, findings suggested a positive effect as tabulated in the table above. The summarized regression results are clearly indicative of the fact that proper recruitment help in improving the odds of organizational effectiveness.

The R-Squared coefficient was computed to be at 0.318. This table indicates that recruitment has a 31.8% effect on the organizational effectiveness of Golis telecom. This also means that the rest of the 68.2% is influenced by other factors other than recruitment. The R-Squared coefficient denotes a low amount of influence that recruitment has on organizational effectiveness.

Analysis of variance was also performed where findings suggested that there was some significance in the effect due to the significant differences found. The p value for the test was computed within an acceptable range since it was at 0.000. This is enough evidence to suggest that recruitment does have a significant effect on organizational effectiveness. The t statistics for the x variables were also within the acceptable range to support their relevance in the model since their p values were all below 0.05.

4.3 Effect of Retention on Organizational Effectiveness in Golis telecommunication Company

The second objective related to the analysis of the effect that retention of employees at Golis Telecommunication Company affected their effectiveness as an organization. First, it became necessary that the variables are explored to determine their descriptive statistics.

Table 4.3.1: Descriptive Statistics on Retention

Retention Strategies	Mean	Std. Deviation	Interpretation
REDUCED TURN OVER			
There is low employee turnover in this organization	1.72	.82	Low
The employees continue to have more interest for this organization	2.07	.99	low
The management has attracted the employees through payment and promotions	2.11	.98	low
COMMITMENT			
The employees are committed to ensuring timely work accomplishments	1.74	.88	Low
The organization provide adequate requirements for the committed employees	1.96	.96	Low
There is organizational commitment to development of talent	1.87	.97	Low
PERCEIVED ORGANISATION Support			
We are supported to attain the further academic development	1.98	.98	Low
The organization supports our endeavor to attain new skills	1.95	.94	Low
There is likely provision accommodation and other amenities to the employees	2.04	1.02	Low
EMPLOYEE Engagement			
The employees are fully engaged in decision making of this organization	2.34	.98	Low
The employees are effectively engaged in handling conflicts in this organization	2.22	1.03	low
The employees are fully engaged in planning for organization development	2.28	1.04	Low
Total	2.03	0.82	Low

Source: Primary Data, 2016

Findings on reduced turn over, results revealed that: There is low employee turnover in this organization had the mean of 1.72 and was presented with standard deviation of 82. This was interpreted as low. The employees continue to have more interest for this organization had mean of 2.07 with the standard deviation of 99, it was interpreted as low. The management has attracted the employees through payment and promotions had the mean of 2.11 with the standard deviation of 98 and were interpreted as low. This implies that among the retention strategies, the management needs to attract the employees through payment and promotions

Findings on employee commitment, the employees are committed to ensuring timely work accomplishments had the mean of 1.74 with the standard deviation of 88 was interpreted as very low. The organization provide adequate requirements for the committed employees had the mean of 1.96 with standard deviation of 96 was interpreted as low, There is organizational commitment to development of talent had the mean of 1.87 with the standard deviation of 97 was interpreted as low implying that the organization should be committed to develop the talent of employees as one of the strategies of employee retention.

According to the findings on perceived organization, we are supported to attain the further academic development had the mean of 1.98 with the standard deviation of 98 was interpreted as low, The organization supports our endeavor to attain new skills had the mean of 1.95 with the standard deviation of 94 was interpreted low, There is likely provision accommodation and other amenities to the employees with a mean of 2.04 and standard deviation of 1.02 was interpreted as low implying that the organization needs to put into consideration of provision of accommodation and other amenities to the employees as one of the ways of employee retention.

Findings on employee engagement in the organization: The employees are fully engaged in decision making of this organization had the mean of 2.23 and a standard deviation of 98 was interpreted as low, The employees are effectively engaged in handling conflicts in this organization had the mean of 2.22 with standard deviation of

1.03 was interpreted as low. The employees are fully engaged in planning for organization development had the mean of 2.28 with the standard deviation was interpreted as low implying that the management of the organization should provide a ground for employee engagement in planning for the organization development which will enhance its effectiveness.

The total mean average on effect of retention Strategies on organizational effectiveness in Golis telecommunication Company had the mean of 2.03 with the standard deviation of 82 was interpreted as low implying that the organization should put more emphasis on employee retention strategies as the respondents were in support of the above retention strategies.

4.3.2 Effect of retention on organizational Effectiveness

A simple regression technique was also used in this case to assess the effect that retention at Golis had on the effectiveness of the company. The constructs used to represent retention were skill recognition, and career development. Table 4.4.2 shows the results that were obtained from this analysis as it was performed in SPSS.

Table 4.4.2: Regression Test Results on Retention against Organizational Effectiveness

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.308	.294	.27453

a. Predictors: (Constant), Staff Retention

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.909	3	1.636	21.710	.000 ^b
	Residual	11.003	146	.075		
	Total	15.912	149			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Staff Retention

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.154	.098		11.835	.000
Retenetion	.185	.035	.366	5.299	.000

a. Dependent Variable: Organizational Effectiveness

Source: Primary Data, 2016

From the 150 observations who were the respondents, the study computed the R Squared Coefficient to stand at 0.308. This figure means that retention had 30.8% effect on the success of the organizational effectiveness at Golis Telecom. Because this is the coefficient of determination, it implies that retention strategies have a low but positive, and significant effect on the organizational growth of Golis Telecom in Puntland, Somalia.

Looking at the ANOVA test results, findings suggest that the significance level was below the threshold of 0.05. This means that the predictive potential of the model is significant enough. The significance of the individual variables forming the independent variables were all significant in the model since their p values were all below 0.05. This means the variable is very important to the model and cannot be removed.

From the interview responses, it was also established that retention are crucial in promoting the effectiveness of Golis Telecom as an organization. The following responses were recorded and fit this context of analysis.

"Our company strives to retain workers but we do not understand why they keep leaving...we offer very good salary packages compared to the rest of the industry...maybe there is more that we need to do but as of now, our strategies are not effective enough to help promote our business...due to the high turnover that we received last year, we ended up underperforming as an organization..."

4.4 Strategies Used by Golis Telecommunication to Improve Organizational Effectiveness

The third and final objective of the study was to establish other strategies that Golis Telecommunication Company consults in order to improve their effectiveness. To attain this objective, it was necessary to first understand the level of organization effectiveness. This was done through the examination of the descriptive statistics relating to the variable in question.

4.4.1 Strategies for improving organizational effectiveness in Golis telecom

Table 4.4.1: Showing the descriptive statistics on strategies for improving organizational effectiveness in Golis telecom

Descriptive Statistics			
	Mean	St.D	Interpretation
FAIRNESS and HONEST			
Employees need to feel that the organizational culture rewards honesty, encourages fairness whether in recruitment, training	2.33	.91	Low
This factor places a heavy duty of care on the CEO and managerial leaders at all organizational levels	2.42	.93	Low
Employees are much more likely to accept even unpopular decisions if they see that they are being treated fairly	2.41	.96	Low
DESIGN AND MAINTAIN			
Staff recognized that others should be paid more for work that carried a higher level of complexity and accountability	2.28	.99	Low
There should be a balanced ratio of pay to work	2.45	.98	Low
Analysis of the accountabilities and work complexity factors in each role	2.56	.99	Low
MAKE MANAGERS ACCOUNTABLE			
Many exit interviews with dissatisfied employees reveal that managers often failed to support their subordinates	2.46	.93	Low
Managers can be held accountable within their own performance	2.30	.96	Low
Good coaching is simply about spending more time with employees, setting them goals, giving them feedback	2.43	.97	Low
DEVELOPE YOUR EMPLOYEES			
Managers may sometimes feel threatened by the idea of identifying and developing successors for their own roles	2.41	.92	Low
Employees want to know what may be their long-term potential and have clear goals for developing their talent	2.70	2.51	Low
Failure to plan for succession will leave the organization vulnerable to unexpected and expensive changes	2.35	.93	Low
SET OCCUPATIONAL HEALTH			
Small changes can make a big difference, whether it's a new water cooler or access to subsidized healthcare or social facilities	2.43	.97	Low
Research is important, looking into the experience of other organizations that have made such investments	2.48	.98	Low

Ensuring that any improvement in organizational effectiveness is more than just superficial or short term	2.40	.96	Low
CREATE OPPORTUNITIES			
Managers are paid to manage and make decisions but they don't necessarily have all the answers all the time	2.23	1.01	Low
Everyone has a view, whatever its merits, and employees who are invited to participate and contribute ideas	2.42	.96	Low
Employees feel that they are part of decision making	2.39	.98	Low
Average mean	2.41	1.04	Low

Source: Primary Data, 2016

The descriptive statistics on strategies for improving organizational effectiveness. The results attained from the respondents were with the mean 2.41, interpreted as low implying that the strategies for improving the organizational effectiveness are low and that could account for the state of affairs as shown below

Findings on" Employees need to feel that the organizational culture rewards honesty, encourages fairness whether in recruitment, training had a mean of 2.33, standard deviation of .91 interpreted as low. Further results reveal that This factor places a heavy duty of care on the CEO and managerial leaders at all organizational levels according to the mean of 2.42 standard deviation .91 interpreted as low, Employees are much more likely to accept even unpopular decisions if they see that they are being treated fairly with the mean of 2.41 and standard deviation of .96 interpreted as low implying that employees are much more likely to accept even unpopular decisions if they see that they are being treated fairly.

According to the results revealed Staff recognized that others should be paid more for work that carried a higher level of complexity and accountability had a mean of 2.28 was attained and standard deviation of .99 interpreted as low. There should be a balanced ratio of pay to work throughout the levels of work in an organization according to the mean of 2.45, standard deviation of .98 with the interpretation of low. Analysis of the accountabilities and work complexity factors in each role had a mean of 2.56 with the standard deviation of .99 interpreted as low implying that analysis of the accountabilities and work complexity factors in each role is not dealt with well.

Many exit interviews with dissatisfied employees reveal that managers often failed to support their subordinates according to the mean of 2.46, the standard deviation of .93 interpreted as Low. Managers can be held accountable within their own performance evaluations for employee coaching had a mean of 2.30 with the standard deviation of .96 interpreted as Low. Good coaching is simply about spending more time with employees, setting them goals, giving them feedback according to the responses of 2.43, standard deviation of .97 interpreted as low meaning that the organization spends more time with employees, setting them goals, giving them feedback.

Managers may sometimes feel threatened by the idea of identifying and developing successors for their own roles with the mean of 2.41, the standard deviation of .92 interpreted as high. Employees want to know what may be their long-term potential and have clear goals for developing their talent had the mean of packaging enhances storage and transportation of goods since less spoilage can be incurred mean of 2.32 was got standard deviation of .93 interpreted as unsatisfactory implying that Packaging does not enhance storage and transportation according to the respondents. The results further also that failure to plan for succession will leave the organization vulnerable to unexpected and expensive changes had a mean 2.35, standard deviation of .93, interpreted as low.

Concerning the measures of set occupational health, the results show that small changes can make a big difference, whether it's a new water cooler or access to subsidized healthcare or social facilities with the mean of 2.43, standard deviation of .97 interpreted as low. Research is important, looking into the experience of other organizations that have made such investments had the mean of 2.48, standard deviation of .98 interpreted as low and Ensuring that any improvement in organizational effectiveness is more than just superficial or short term with the mean of 2.40, interpreted as low.

The responses on the creation of opportunities had a response that managers are paid to manage and make decisions but they don't necessarily have all the answers all the time with the mean 2.23 interpreted as low. Everyone has a view, whatever its merits, and employees who are invited to participate and contribute ideas with the mean of 2.42 interpreted as low and Employees feel that they are part of decision making had the mean of 2.39 interpreted as low.

Interview from the respondents also revealed that *"Several strategies need to be established ranging from improving the state of effectiveness through effective recruitment and retention but also through thorough human resource assessments to enable the prevalence of the operations. The management teams need to thoroughly assess the employees capacity and build trusts through training, mentoring and evaluating the need for the organizational support staff for the employee strength."*

4.5 Summary of finding

Analysis was presented in the with respect to the three research objectives

- The first objective sought to find out about the effect that recruitment had on the effectiveness of Golis Telecom as an organization. Findings suggested that the effect was significant even though it was rather weak with computed at an R Squared coefficient of 0.318 so that recruitment had a 31.8% effect on organizational effectiveness of Golis
- The second objective sought to assess the effect that retention had on the effectiveness of Golis Telecom as an organization. This was important so that the company could decide on whether to carry on, change, or improve these strategies. Findings indicated that the strategies were relevant even though they were also weak with the computed R Squared coefficient of 0.308 so that retention had 30.8% effect on success of organizational effectiveness at Golis . this is coefficient of determination it implies that

retention strategies have low but positive and significant effect on organizational growth of Golis

- Finally, the last objective of the study entailed the examination of strategies that the company used to uphold their levels of effectiveness. Two prominent strategies were identified which were staff training and promoting innovation. Both of these were being actively used by the company and it was established that they are quite effective when used alongside recruitment and retention strategies also encompassed by the study.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This final section of the report deals with the discussion of the findings presented in the preceding chapter. The discussion is made with reference to other similar works done in previous studies. The section then draws conclusions from these discussions after which it offers its recommendations. New information generated by the study is also highlighted to reiterate the significance of the study. Finally, it suggests areas that are potential grounds for research that could not be completed in the body of this report.

5.1 Discussion of Findings

This section is further organized into three subsections with respect to the objectives addressed in the previous chapter of the study.

5.1.1 Effect of Recruitment on Organizational Effectiveness at Golis Telecom

From the findings, it was established that recruitment had a significant effect on organizational effectiveness at Golis Telecom. The fact that the strategies were poorly used was the reason that led to the low effectiveness exhibited by Golis Telecom as an organization. Even though the effect was arguably weak, there was evidence to suggest that it was significant enough to cause some influence. Several studies have deliberated on this issue most of which support the findings made in this study.

Holtom (2005) found that employee referral is a significant part of recruitment. He suggests that before going all out with the recruitment process, the organization can look for the employee referral program. It is quite an effective avenue in receiving the application of talented candidates. The job portals or the consultancies are there to help you out, but employee referral programs are also highly effective. If you notice that the employee referral is not giving you enough talent, then move on to the consultancies that will be digging their database to come up with the required skills for the job position. The employee referral is a very good avenue of sourcing talents because the employee who is referring a candidate will get monetary benefits if the candidate gets selected and fulfill the terms and conditions. Therefore, almost all the organizations

have tried out the employee referral before going outside to look for people who will bring them the right kind of candidates. Golis Telecom did not engage employee referrals as a formidable strategy in their recruitment process and ended up not being effective in their organization.

Grifeth (2001) found out that recruitment strategies can play a pivotal role in the growth of the organization: Recruitment is an integral part of the growth of the company. When recruitment takes place, the organization gets access to a pool of talent under one roof. Innumerable candidates apply for the position depending on the skill sets that is etched by the organization. Therefore, out of these huge numbers of candidates the organization selects the best suited candidate for the job. In fact, through recruitment, the organization can rope in the candidates who will be best suited for the upcoming projects avoiding the last minute rush. The study also claims that there is always a fear of employees leaving the organization in the middle of the project. It is a huge drawback in terms of talent and time because the new talent will take some time to adjust to the new environment. But, recruitment solves the issue on the very onset because it comes up with the backup well ahead of time and prepares the candidate well, so that he can start performing right away. It is highly likely that this is what cause the organization not to be effective in carrying out its duties in Puntland, Somalia.

5.1.2 Effect of Retention on Organizational Effectiveness at Golis Telecom

The study found out that retention were significant in determining the organizational effectiveness of employees at Golis Telecom. The level of employee retention and the use of retention techniques at the company was quite wanting and this is what resulted in the poor effectiveness by Golis telecom. These findings were established in previous research papers as done by other researchers. Below is a discussion about some of these papers in relation to the findings made in this report.

Pilbeam and Corbridge (2006) found that when an individual resigns from his present organization, it is more likely that he would join the competitors: In such cases,

employees tend to take all the strategies, policies from the current organization to the new one. Individuals take all the important data, information and statistics to their new organization and in some cases even leak the secrets of the previous organization. To avoid such cases, it is essential that the new joiner is made to sign a document which stops him from passing on any information even if he leaves the organization. Strict policy should be made which prevents the employees to join the competitors. This is an effective way to retain the employees. Golis did not consider this strategy a much and it is the reason that resulted in their low organizational effectiveness.

A study by Kamau (2012) suggests that the employees working for a longer period of time are more familiar with the company's policies, guidelines and thus they adjust better: They perform better than individuals who change jobs frequently. Employees who spend a considerable time in an organization know the organization in and out and thus are in a position to contribute effectively.

Another study by Ballantyne (2009) indicates that every individual needs time to adjust with others: One needs time to know his team members well, be friendly with them and eventually trust them. Organizations are always benefited when the employees are compatible with each other and discuss things among themselves to come out with something beneficial for all. When a new individual replaces an existing employee, adjustment problems crop up. Individuals find it really difficult to establish a comfort level with the other person. After striking a rapport with an existing employee, it is a challenge for the employees to adjust with someone new and most importantly trust him. It is a human tendency to compare a new employee with the previous employees and always find faults in him. It seems that the current situation with Golis Telecom was what caused the high rate of ineffectiveness by the company.

Finally, Cole (2000) suggested that individuals sticking to an organization for a longer span are more loyal towards the management and the organization: They enjoy all kinds of benefits from the organization and as a result are more attached to it. They hardly badmouth their organization and always think in favor of the management. For

them the organization comes first and all other things later. It is essential for the organization to retain the valuable employees showing potential: Every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system. The fact that Golis did not do much to retain its employees was why it failed to register acceptable levels of effectiveness in their organization.

5.1.3 Strategies used by Golis Telecom to Improve Organizational Effectiveness

The results on the strategies for improving organizational effectiveness. The results attained from the respondents were with the mean of poor interpreted as low implying that the strategies for improving the organizational effectiveness are low and that could account for the state of affair. Though not sufficient the strategies available are in compliance with the past studies shown below.

Eisen (2005) claims that an employee who receives the necessary training is better able to perform her job. She becomes more aware of safety practices and proper procedures for basic tasks. The training may also build the employee's confidence because she has a stronger understanding of the industry and the responsibilities of her job.

Another study by Korkmaz&Cemaloglu (2010) states that a structured training and development program ensures that employees have a consistent experience and background knowledge. The consistency is particularly relevant for the company's basic policies and procedures.

Amble (2006) is also of the idea that employees with access to training and development programs have the advantage over employees in other companies who are left to seek out training opportunities on their own.

One survey by Prenda and Stahl (2001) identified that almost 90 per cent of businesses believe that innovation is a priority for them. The conclusion is that the importance of innovation is increasing, and increasing significantly. In the current day economic scenario, innovativeness has become a major factor in influencing strategic planning. It has been acknowledged that innovation leads to wealth creation. Even though efficiency is essential for business success, in the long run, it cannot sustain business growth.

Capelli (2001) supports this notion by arguing that most often planned, and measured combination of ideas, objects and people leads to innovation resulting in new business ideas and technological revolutions. In order to be termed valuable innovations, new products and services need to be strong enough to progress through rigorous commercialization processes and into the marketplace. Management expert Peter Drucker said that if an established organization, which in this age necessitating innovation, is not able to innovate, it faces decline and extinction. Many organizations are adopting measures to strengthen their ability to innovate. Such companies are creating a dependable operating system for innovation, an important indicator of corporate sustainability.

Research by Reington (2007) indicated that competition combined with strong demand is a major driver of innovation. Intensity of competition is the determinant of innovation and productivity. Innovation, besides products and services, also includes new processes, new business systems and new methods of management, which have a significant impact on productivity and growth.

5.2 Conclusions

In conclusion, the study was successful in fulfilling its purpose and objectives. The first objective sought to find out about the effect that recruitment had on the effectiveness of Golis Telecom as an organization. Findings suggested that the effect was significant even though it was rather weak.

The second objective sought to assess the effect that retention had on the effectiveness of Golis Telecom as an organization. This was important so that the company could decide on whether to carry on, change, or improve these strategies. Findings indicated that the strategies were relevant even though they were also weak.

Finally, the last objective of the study entailed the examination of strategies that the company used to uphold their levels of effectiveness. Two prominent strategies were identified which were staff training and promoting innovation. Both of these were being actively used by the company and it was established that they are quite effective when used alongside recruitment and retention strategies also encompassed by the study.

5.3 Recommendations

From the conclusions drawn above, there is a need for suitable interventions to make Golis Telecom more effective. The following suggestions are thought to be quite instrumental in enabling the company attain this goal.

5.3.1 Effect of Recruitment on Organizational Effectiveness at Golis Telecom

Adequate time should be allowed in recruitment processes. It seems that one of the major weaknesses in the company's recruitment system is that it was a bit rushed.

More time should be allocated to the process to ensure that only the best candidates who fit the job description and requirements get selected in the end.

There is need to enhance internal recruitment through establishing the trends of training through mentoring and enhancement of the people in order to attain the organizations effectiveness.

5.3.2 Effect of Retention on Organizational Effectiveness at Golis Telecom

Loyalty programs should be instituted to award longer time serving employees at Golis. This strategy is important in maintaining the best and long-time serving employees at the organization. In this way, they will feel appreciated and consider the company as their home. Their chances of leaving the company for other competitors in the industry will have been significantly reduced

There is need for improving the performance appraisal in the Golis in order to determine retention through promotions. This will be done to enhance the value for the development of skills for the organizations.

There is need by the management of the Golis to establish strategy for enhancing the tools of authority that can determine retention during a crisis or disappointments.

5.3.3 Strategies used by Golis Telecom to Improve Organizational Effectiveness

Training of workforces. This is also a formidable strategy that will help the company to gain by being assured of more competent employees. Their effectiveness has been proven to increase with the more training that they receive. This training may be either on-the-job or off-the-job training.

The human resources department needs to take responsibility and ensure that this process goes through.

The researcher recommend that the management for the organizations need to scrutinize the strategies responded to especially those that are inactive to enable them operate fully.

5.4 Contribution to Existing Body of Knowledge

The study is quite instrumental in augmenting the body of knowledge specifically regarding recruitment, retention, and organizational effectiveness. It has been established that Golis Telecom is not effective enough in carrying out their mandate. This contrary to common knowledge that assumed such a big organization is successful in all areas. Other research papers have intimated a high level of effect that recruitment and selection have on organizational effectiveness. This study has provided evidence to suggest that the strategies could also lead to a weak influence. Finally, there was no study that deliberated on the purpose establishing the role played by recruitment and retention strategies on the effectiveness of telecommunication companies in Somalia.

This being the first study is a landmark as it presents an opportunity for other studies to be carried out to support or dispute these findings.

5.5 Areas for Further Research

The following areas need to be further investigated because the current study could not provide proper insights into them.

1. The role of human resources department in the recruitment of employees
2. The role of human resources departments in the retention of employees
3. Organization effectiveness as a factor in the attraction of new employees

REFERENCES

- Arnold, E. (2005), *"Managing human resources to improve employee retention"* The Health Care Manager, Vol. 24 No. 2, pp. 132-40.
- Arthur, J. B. 1994. *Effects of human resource systems on manufacturing performance and turnover*. The Academy of Manufacturing Performance, 37(3): 670-687.
- Aselage, J. and Eisenberger, R. (2013), "Perceived organizational support and psychological contracts: A theoretical integration", Journal of Organizational Behavior, Vol. 24 No. 5, pp. 491-509.
- Birdi, C.; Clegg, C.; Patterson, M.; Robinson, A.; Stride, C.; Wall, T. D. and Wood, S.J. (2010) *The Impact of Human Resource and Operational management Practices on Company Productivity*. Personnel Psychology, 61(3), 67-70.
- Boomer (2009). *Competitive Strategies for a World Class Workforce*. Retrieved from <http://boomerauthority.ning.com>.
- Borkowski, N. (2005). *Organizational behavior in healthcare*. Jones and Bartlett publishers. Boston, Harvard; Business school press
- Branham, L. (2001) *Keeping the people who keep you in business*. New York; Amacon publishing,
- Branham, L. (2005) *The 7 hidden reasons employees leave—How to Recognize the Subtle signs and act before it's too late*, USA: Saranac Lake, NY,
- Bratton, J. and Gold, J. (2003) *Human Resource Management: Theory and Human Resource Management*.
- Buchanan, L. (2012). *The things they do for love*. Harvard Business Review, 82(12), 19-20.
- Bureau of Labor Statistics (2014): *The Employment Situation: August 2005*; News Release. United States Department of Labor
- Capelli, P. (1999) *The new deal at work: Managing the market-driven workplace*, New York USA, Irwin
- Cappelli, P. (2000) *A Market-Driven Approach to Retaining Talent*. Harvard Business Review, United Kingdoms, Wisley.

- Charles C Thomas, Publisher. Crawford, R. L. (2010). Moonlighting: New look at an old practice. *Supervisory Management*, 23(8), 2-9.
- Charon, R. and Colvin, G. (2001) *Managing for the slow down; 13 moves to make before your competitors do plus 3 rules not to forget*. fortune
- Cherrington, D.J. 1995. *The Management of Human Resource*, New Jersey
- Clarke, K.F. (2001). 'What businesses are doing to attract and retain employee—becoming an employer of choice.' *Employee Benefits Journal*, March, pp. 34-37.
- Cloete, J.J.N. (1997), *Personnel Administration and Management*. Pretoria
- Cohen, D.S (2001) *The talent edge: A behavioral approach to hiring, developing and keeping top performance*. New York: John Wiley & sons,
- Cohen, R. L., Conley, R. R., & Henderson, P. B. (2011): Moonlighting: A realistic approach. In R. L. Cohen & M. K
- Cole, C. L. (2000, August). Building loyalty. *Workforce*, 79, 42-47. Available EBSCOhost full display.
- Cunningham, S. (2002). *Attracting and retaining employees in a competitive world*. Retrieved November 1, 2012 Department of Roads and Transport in Limpopo
- Dillich, S. (2000, August 4). Corporate universities. *Computing Canada*, 26 (16)
- Eisen P. *et al* (2005). 2005 skills gap report -A survey of the American manufacturing workforce.
- Eisenberger, R. Cummings, J. Armeli, S. and Lynch, P. (2011), "Perceived organizational support, discretionary treatment, and job satisfaction", *Journal of Applied Psychology*, Vol. 82 No. 5, pp. 812-820.
- Erickson, T. J. (2013). Testimony submitted before the U.S. Senate Committee on Health, Education, Labor and Pensions, May 26.
- Eyster L. *et al*, (2008). *Current strategies to employ & retain older workers*.
- Glebbek, A. E. Bax. 2001. Is high employee turnover really harmful? An empirical test using company records. *Acad. Management. J.* 47 (2) 227-28

- Gomez-Mmejia, L. R., Balkin, D.B. and Cardy, R.L. (1995). Managing human resources. Englewood cliffs, NJ: Prentice-Hall, Inc.
- Grantham, C. (2000). *The future of work: The promise of the new digital work society*. New York: McGraw Hill,
- Griffeth, R. and Hom, P (2001) *Retaining valued employees*. Thousand oaks, calif: sage publications,
- Hall, D. (1996) *The Career Is Dead, Long Live the Career: A Relational Approach to Careers*, Jossey-Bass Publishers, San Francisco, CA.
- Holtom et al, 2005. Shocks as causes of turnover: What they are and how organizations can manage. *Journal of Human Resource Management* 44(3): 337–352. House: Southern Books.
- Hytter, A. (2007), *"Retention strategies in France and Sweden"*, *The Irish Journal of Management*, Vol. 28
- Katzenbach, Jon R. (2010). *Peak performance, aligning the hearts and minds of your employees*. Boston: Haryard Business School Press.
- Ketter, P. (2009). What's the big deal about employee engagement? *Training & Development*, Vol 62, 44-49.
- Lam, T. and Zhang, H.Q. (2010), "Job satisfaction and organizational commitment in the Hong Kong fast food industry", *International Journal of Contemporary Hospitality Management*, Vol. 15 No. 4, pp. 214-220.
- Lockwood, N. R. (2010). Leveraging Employee Engagements for Competitive Advantage: HRs Strategic Role. *HR Magazine*, 52(3), pp. 1-11.
- Luszez, M.A. and Kleiner, B.H. (2000), *How to hire employees effectively*, *Management Research News*, Vol.23, No 12, pp. 19-26.
- Mark Saunders, Phillip Lewis and Adran Thorn hill. (2010). *Research Methods for Business Students*, Third edition: Delhi Pearson Education(Singapore) Pte. Ltd.
- Mignerey, J., Rubin R., & Gordon W. (2011). Organizational entry: An Investigation of newcomer communication behavior and uncertainty. *Communication Research*
- Milanzi M. M. (2008), "Assessment of the causes and effect of Labour turnover on BankinIndustry. A case of Tanzania Investment Bank Limited" Unpublished.

- Mobley, W. (2013) Employee turnover : Causes, Consequences and Control. Addison Wesley, Reading M. A
- Morrison,K.(2006). Marx, Durkheim, Weber: Formations of modern social Oxford: Blackwell.
- Mowday, R.T., Porter, L. W., & Steers, R. (2011). Organizational linkages: The psychology of commitment absenteeism, and turnover. San Diego, CA: Academic Press
- Nystrom, P.(2013).Vertical exchanges and organizational commitments of American business managers. Group and Organizational Studies, 15, 296
- Perrin, T. (2010). Working Today: Understanding What Drives Employee Engagement. The
- Randal, D.M., & Cote, J. A. (2012). Interrelationships of work commitment constructs. Working and Occupation. 18, 194-211.
- Rhoades, L. and Eisenberger, R. (2010), "Perceived organizational support: A review of the literature", Journal of Applied Psychology, Vol. 87 No. 4, pp. 698-714.
- Robins, S.P. and Judge, T.A. (2011), Organizational Behavior, Prentice Hall, New Jersey.
- Staw, B. (2012). The consequences of turnover J. Occupational Behav. 1(4) 253-273
- Toby, M., E.;Baiyin., Y.; Kenneth R. B. ((2010) The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention
- Vandenberg, R., & Lance C. (2014).Satisfaction and organizational commitment. Journal of Management, 18, 153-167. <http://dx.doi.org/10.1177/014920639201800110>
- Ven der westhuizen,EJ. (2005). Managing people in the twenty first century



HF5549.244
086
2016