THE IMPACT OF SUCCESSION PLANNING ON EMPLOYEE RETENTION IN MOGADISHU, SOMALIA

This report is submitted as partial fulfillment of the degree of

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STUDENT DECLARATION

I declare that my dissertation submitted to the United International University entitled (The Impact of Succession Planning on Employee Retention in Mogadishu, Somalia) is the result of my own research except as cited in the references for the Degree of Master in IHRM. I also declare that this is my original work and has never been presented in any other degree for other universities or for any other reward.

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Date: 07/08/2022.

SUPERVISOR APPROVAL

I hereby declare that I have read this thesis and in my opinion, this senior project is sufficient in terms of scope and quality for the awarding department of (School of Business & Economics) master in international human resource management and I accepted for the submission to the examining panel.

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Date: 11/10/2022.

DEDICATION

I dedicate this thesis to my beloved children's encouragement Fouzia Abdukadir Hussein & Zakarie Abdukadir Hussein who gave me support throughout my study. I also dedicate it to all my family members who encouraged me the continuation of my learning and enriched my knowledge during the education field. Special thanks to my beloved classmates for their encouragement and guidance in my way of data analysis.

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First of all, I would like to express my gratitude to ALLAH who provides me great health, strong and emotional self-support, knowledge, financial and moral integrity of competing for the second degree that could not be reached without Allah's Almighty.

It is a great appreciation for me that I have knowledge of the contribution and the support in the completing of this dissertation to my Supervisors : **Jakowan**; **Assistant Professor school of Business and Economics at United International University.**

Professor Musharraf Hussein; school of Business and Economics at United International University whose time, effort, and support guidance were highly beneficial during my long journey to the dissertation completion.

I would like to pass a special thanks to my beloved children Fouzia Abdukadir Hussein & Zakarie Abdukadir Hussein they have sacrificed for me with their encouragement and emotional self-support that could not be fulfilled without their encouragement pressure behind my success.

I also would like to thank here gratefully my fellow friends who sacrificed their time and assisted me to reach and prepare this thesis. I also thank all my friends and my classmates for their encouragement and cooperation during my long journey to prepare a research topic.

Finally I thank all the respondents for their sacrifice for me to allow them to distribute and fill the questionnaire I distributed, their time, and emotional voluntary fulfillment of the questionnaire.

ABSTRACT

The main objective of this research was to find out how long term planning influenced employee retention in Mogadishu, Somalia. The researcher reviewed succession planning by correlated with employee retention. The majority of respondents, and per the study's findings, attributed strategic planning to their employees. Some of the possibilities are definitely agree, agree, disagree, and take issue. As a result, the clear majority of participants believe succession planning is important for retaining employees and has a good impact. Per the data, the majority of participants awarded highly agrees and agree to the issue of aim one, which is to investigate workforce and the role of asset management. This demonstrates the power of skill on employee preservation. Per the statistics, the vast majority of respondents assigned to goal two, which is to investigate the impact of profession communication on employee retention.

The secondary The study's goal was to consider the effect of incentive leadership styles in terms of staff turnover. The percent of people replied yes, and the majority of those who said yes got a yearly award, indicating that rewarding employees enhances employee retention.

Finally, it was discovered that long term planning and job satisfaction are good for both sides. Lastly, the findings demonstrate that succession aids staff retention.

, strongly agree or agree with the questions, indicating that career planning has a favorable impact on employee.

According to the results of the survey, the participants believed that reward system had a good effect on employee engagement.

The next purpose of the research is seeing how career planning influenced employee retention. Per the research, the proportion of participants strongly agrees that performance appraisal had a Impact on staffing: good. It has a favorable economic impact.

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CHAPTER ONE: INTRODUCTION

1.0 Background

Students in United International University's MIHRM program must complete a project report as part of their graduation requirements. It is a mandatory course with a three major credit component. After that, I decide on a topic. "The Impact of Succession Planning on Employee Retention in Mogadishu, Somalia" for the filing of the project report this paper is the result of nearly five months of focused interaction and working with my supervisor**, JACKOWAN School of Business and Economics at United International University** throughout the whole process of creating the report. My honorable supervisor's warm encouragement, assistance, and collaboration are greatly appreciated.

1.1 Scope of the Study

The study examines how long term planning influences retention in the private industry of Mogadishu, Somalia.

1.2.1Geographical scope

The Hormuud Telecom Organization in Mogadishu was chosen as the subject of the study because it is the country's largest privately owned company, where Planning is applied, and it has a high degree of quality performance.

1.2.2 Demographic scope

High-level and middle-level executives, as well as other low-level executives and HR department staff, will be the focus of the research. Because they have appropriate information and experience, the investigators will choose them.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General

The goal of this study was to determine the importance of succession planning in just few private enterprises in Mogadishu, Somalia.

1.3.2 Specific

I. To explore the effects of succession planning and employee retention in the private sector of Mogadishu, Somalia.

To have a deeper understanding of succession planning and employee retention attitudes about their service performance.

III. To focus on succession planning and employee satisfaction in Somalia's public sector in Mogadishu.

IV. To see just how formal succession planning affects retention in Mogadishu, Somalia's private sector.

1.4 METHODOLOGY OF THE REPORT

I employed a variety of data collection techniques for this project, including:

Primary sources

In reality, I spoke to mid and upper directors, as well as numerous reduced managers and Hr management personnel, at one privately owned company. These types of data were gathered using a surveying questionnaire.

Secondary sources

I gathered data for the original study continuous expansion from those public organizations' webpages, as well as prior studies papers, magazines, textbooks, and lecture notes.

1.4.1 Data Collection

Primary

This data was obtained from the trustworthy source. When specialist skills were not available in another form and when a topic was being explored for the first time, this method was used. The researcher gathered primary data by going out into the field.

Secondary

The firm's secondary data was acquired from already used and available resources. During in the research, data was collected from both domestic and international sources. Respondents were provided a number of choices choose from, all of which have been supplied by the researcher.

1.4.2 Sample Size

To determine the appropriate sample size for the population, the study selects 32 respondents from one institution in Mogadishu, Somalia, based on their occupation. The sample size for the investigation was calculated using Slovene's formula. n=N/ (1+ (N*e2)), if n is the sample group, N denotes the current population, and e denotes the experiment. a 5% margin of error. With n=80, 1+ (80*0.0025) Equals 67 participants.

Category	Population	Sample Size
Hormuud company	80	67
Total	80	67

1.4.3 Sample Techniques

In this study, probability sampling processes, notably Sample random methods, have been used, and each respondent had an equal chance of being chosen. As a consequence, the only sampling approach that ensures a random sample is picked is probability sampling.

1.4.4 Area and Time of Research

This research will span from August 1, 2021, until February 11, 2022.

1.5 Limitations of the Project Report

1. Because pass is impossible, the data's correctness is dependent on the sources' reliability.

2. Owing to such a private body's secrecy policy, a number of critical facts cannot be shared.

3. The research was unable to proceed due to the lack of data.

4. Practicum is different from regular practice, which created a problem.

CHAPTER Two: Literature Review

2.0 Overview

In this study, the importance of company's business will be probed, as well as the involvement of different Succession Planning on Retaining Employees that leads to fealty, and the link among Succession Planning, career contentment, and achievement, as well as assistance and belief in the encourage positive process and Employee Retention success. Also it gave suggestions for how to make retaining employees methods better.

2.1 Succession Planning

Succession planning is the process through which businesses ensure that personnel are recruited and equipped to take on key roles within the company (Armstrong, 2003). It was also known as the process of locating key post replacements and continuing job placement for individuals with the best possibility of success. As a result, the words "career management" and "succession planning" are sometimes used interchangeably, (Armstrong, 2012).

Per a research, succession planning is the process by which businesses select and train internal personnel to fill key roles (Casceo, 2006). It is the process by which a company assures that important job succession will be available in the future, allowing employees' careers to be managed and the company's goals and objectives to be realized (Dessler, 2000).

In one investigation, succession was described. To ensure long-term success, administration is described as the process of identifying and addressing problems, as well as assessing the best staff. I'm searching for answers to three essential questions: the need for a prospective successor to meet the group's strategic and long-term objectives, effectiveness, and the president's talents and aptitude to meet the group's future needs. (Armstron, 2012).

According to one study, there are two types of long-term planning: formally and informally successor plans. The organization studies that person by reviewing strategic plans and implementing a promote from within policy, and the previous manager identifies his own replacement in adequate succession planning. (Baum, 1999).

One of the early studies suggested that transition master plan be related to the firm's operations vision and goals. As shown in a study, there are four key considerations to keep in mind when you plan your succession (Stadler, 2011).

In prior research, self-improvement, developing talent, diversity management, and staff turnover were identified as among the most effective succession approaches. Identifying favored alternatives, according to one of the researchers, is a process that necessitates a complex design as well as a precise method (Mathur & Agarwal, 2013).

One of initial research suggested that succession planning be related to the firm's operations vision and goals. According to a study, there are four key considerations to keep in mind when you plan your successor (Stadler, 2011).

The third possibility is the ever-changing managerial style. Employees must be trained and supervised as part of the change plan. Employees ' satisfaction with their jobs are more likely to remain with the business, per the survey, since they trust the company has a good prospect for them and will reward their efforts (Stadler, 2011).

Employees who appear dedicated to their jobs are more likely to succeed and stay in their jobs longer. This increases their productivity while also increasing their chances of landing a job. In light of this, another study indicated that effective succession strategies are based on effective hiring procedures. This is owing to the fact that skilled employees are more likely to stay with a company for a long time (Singh & Gupta, 2015).

Berthal (1999) states that succession approaches include establishing establishing a support network with top management, involving line managers in the identification of eligible candidates, and aligning succession plans with business strategy (Stadler, 2008).

Another study found that after recognizing and integrating requirements and desires, succession approaches should be used 11. (Aswathappa, 2013).

Self-improvement, developing talent, diversity, and work assignments are among the most frequent succession planning techniques reported by prior studies. It was established by one Searching for recommended alternatives, according to the experts, is a process that needs a sophisticated design as well as a precise strategy (Mathur & Agarwal, 2013).

A three-stage paradigm has also been proposed for categorizing firms' succession planning and design processes. Identifying key jobs and determining the skills and abilities required to fill them is the first step in building a continuation and succession strategy. This same second phase entails assessing individuals against a set of criteria. The third stage is to address the skilled workforce that will assist in filling such positions and positioning employees for future advancement. Other academics have stated that, in light of these processes, a different strategy should be used to ensure adequate firm succession planning (Ramthun & Matkins, 2014).

2.1.1 Talent Management

There will not be a scarcity of bright people; instead, there has been a scarcity of people that know how to recognize, nurture, and preserve potential. Individuals with skill are capable of making a significant change in the way an organization works (Kotler, 1973).

The following requirements can be used to make the distinction: You may serve right now or over time by recognizing the highest degree of potentials. Labor management is the process of discovering, establishing, and attracting competent personnel to a company (Armstrong, 2009).

A much more modern method to succession planning and anticipating folk's great possibilities is job enrichment. In way to involve employees within the organization, it is critical to have a strong team. The business has the ability to participate in specific activities, such as hiring and firing personnel, in order to accomplish this (Cole, 1997).

Performance appraisal is a more modern method of succession planning and predicting people's future potential. In way to involve employees within the organization, it is critical to have a strong management team. In order to accomplish this, the business has the authority to participate in specified actions, such as employing and firing personnel. Cole et al., 1997.

Making individuals effective necessitates talent development and capacity building, and also job placement. Companies should keep in mind that in human capital management, talent is becoming a more essential differentiator, allowing them to achieve a competitive edge while attracting top personnel (Bratnagar, 2003).

2.1.2. Career Management

A profession is a set of roles in a descending order of priority that people progress through it in a regular and orderly manner (Taylor, 2011). Staffing, self-development, and specialized tasks all are parts of the job management concept, whether at house or overseas (Armstrong, 2009).

On the other side, career planning serves as a link for employees who want to advance in their professions. Workers can use a variety of career getting done, according to Armstrong's research, including formal mentorship, career guidance, performance evaluations, and assessments. Age has an impact on a person's professional decisions, according to a study (Walker, 1985).

The psychological demands of an individual as he grows older, such as identity, possibilities for progress, and self-actualization, have an impact on his job advancement. Another study backed up this assertion, claiming that psychological and attitude elements have a bigger impact on career success and advancement (Tom, 1997).

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Professional happiness is defined as a subjective measure of professional achievement (Kang, Gatling, & Kim, 2015). A user's feeling of self-fulfillment, accomplishment, and enjoyment as a result of his or her work is referred to as objective professional success. (Judge, Higgins, Thoresen, & Barrick, 1999).

On the other side, objective professional success is a person's perception of their own job growth, such as employee satisfaction.(Spurk, Hirschi, & Dries, 2019). Job satisfaction, contentment, and enjoyment are all important criteria in determining subjective job success (McDonald & Hite, 2008).

Furthermore, professional happiness has been utilized as a measure of objective career success in a number of earlier research (Zacher, 2014; Spurk, Kauffeld, Barthauer, & Heinemann, 2015; Spurk, Hirschi, & Dries, 2019). As a result, When it comes to academics' use of the theoretical aspect, work motivation and interpretive job performance are both important criteria.

Companies' job management planning & design opportunities can match the objectives and ambitions of employees in terms of their careers (Cao, Chen, & Song, 2013).

Furthermore, firms may improve employee career planning, which not only offers them with the best and most promising possibilities for advancement and creating a great career, but it can also rekindle their excitement, restoring morale and reducing the likelihood of turnover (Lin, 2017).

Market position is seen as a critical The most effective human resource technique for keeping staff is strong professional development important component in preventing employee turnover (Jiang & Klein, 2002).

Personal career planning may be helpful in reducing the likelihood of employee turnover. As a result of the career strategic planning, employees' plans and goals are more readily attained, resulting in a reduction in the desire to quit the company (Gumussoy, 2016).

Future project plans aid employees in selecting jobs and carrying them out according to their goals and plans, which increases worker job satisfaction. Person who enters the organization with career goals in mind and hopes that these goals will be met (Joo & Ready, 2012; Ahmed, 2017).

Employees attempt to plan and manage their careers in ways that will help people grow and advance in their employment, which will lead to increased customer satisfaction (Hicks-Clarke & Iles, 2000).

2.1.3 Rewards Management

Satisfaction and loyalty include the development and execution of programs and policies aimed at fairly and consistently compensating employees in accordance to their contributions to the company, as well as assisting workspaces in achieving key mission and targets (Thomas, 1990).

A firm could only achieve equity by effectively paying its personnel in comparison to the rest of the workforce Pay decisions must not be made at chance however without justification between workers, per a standardized protocol to reward control.

Payment choices should not be made on the basis of prejudice and therefore should be equitable to all employees. Individuals should understand how the compensation system is working and how employees can influence it all through openness. Workers must have a say in incentive program design and the capacity to contest decisions made on their behalf.

Individuals should also be provided with a location where they can focus solely just on issues that affecting them. Reward management has a big impact on employee retention. If employees do not believe they are being compensated fairly, they will look for alternative opportunities (Armstrong, 2009).

In this sector, supervisors are held to a higher standard since they must ensure that their staff are sufficiently compensated in order to keep them. This would enable them to compete more effectively against their competitors, as having excellent employees can promote heated competition, while losing them can make market survival more difficult.

A decent reward must include a packet that is tempting to staff to ensure them satisfied and deter them from looking for other prospects for advancement (D'Souza, 2008).

Among the most crucial performance factors is incentive as a method of rewarding people performers. Many of the most pragmatic appreciation methods, thus according Markova and Ford (2011), is reward, which is a major function of human resource management that attracts and maintains great people by motivating them to work fast. They are the most effective methods for motivating employees to complete their jobs (Tuvei, Wanjere & Mauyo, 2016).

According to the findings of previous studies, rewards have a critical role in inspiring workers to fulfill creatively (Eisenberger & Rhoades, 2001). Companies will not be able to realize the potential of their employees unless they have a thorough and proactive compensation scheme (Parker & Wright, 2001).

In contrast to the false perception that reward is just about money, organizational reward includes both financial and non-financial considerations, as well as intangible elements Brown, Rynes, and Colbert (2002).

Workers receive rewards in order to participate in an organization; it is a kind of positive encouragement and incentive. It is what an employee expects to receive in cash or in kind after working for a few days, months, or years. According to Thompson (2002), rewarding employees in monetary or in-kind terms for its efforts to a company. Jiang et al. claim that. (2009), a reward is a prize offered to employees as an incentive to perform better. It is the remuneration that an employee receives from an employer in consideration for the services that the employee provides (Jiang et al., 2009).

Incentive is considered as a transaction between an employee or group of employees and the company. Reward is examined as a trade tactic by Milkovich and Newman (2002). "Employees may regard compensation as a return on investment among their company and themselves, as an entitlement for being a firm employee, or as a reward for a job well done," they write. The term "reward" refers to what is known as an employment exchange (Rynes & Gerhart, 2000). Given the breadth of management of human resources, few issues are more important, relevant, or critical to an employee than what he receives in exchange for his labor and services to the company (Banjoko, 2006).

Workers' efforts to promote the organization's well-being are expected to be complemented by reward and its administration. Banjoko (2006) emphasizes the importance of reward management systems in complementing and enhancing corporate strategies. According to Armstrong, Brown, and Reilly (2009), as mentioned in Korir and Kipkebut (2016), performance appraisal in competitive organizations is constructed in such a way that accurate projections of present and future projected results are possible. Mollahosseini et al., Mollahosseini et al., Mollahosseini et al.

2.2 Employee Retention

Team morale relates to a company's ability to retain personnel as well as the methods used to prevent churn (Ramlall, 2004). According to a study, loyalty variables are evaluated and the results of attrition and terms of evaluation that must be completed on time. There are four categories of staff turnover: forced, elective, controllable, and unavoidable. It is necessary to place a stronger focus on fairness in order to retain staff. (Mikovich&Boundreau, 1988).

It necessitates a precise definition in line with the company's achievements and goals. Implementation that is effective Companies that implement loyalty programs have a significantly higher employee retention rate, according to a prior study. Employee retention and productivity are on the decline (Liao & Chuang, 2004).

In today's society, employee retention tactics are becoming increasingly important as the most critical workforce organizational challenge. A previous study from the early 1800s indicated not only the conclusions based on why employees leave the firm, and how workers should indeed be kept involved with the company and how they would stay with the organization. Retention strategies that improve workers' tenure more than their pay by reducing turnover and improving productivity can help with this.

The much more effective retention strategies are those that are linked to both financial and non-incentives. Employee salary, incentives, and recognition have all been investigated in connection to turnover. According to a study, underpaid employees are more inclined to leave their jobs since it is critical for them to be properly compensated (Bacon & Hoque, 2005).

In addition, according to a poll of hospitality industry, annual salaries are much less among employees, forcing many people are leaving the company (Caraher, 2011). Employees that are well compensated are more likely to retain. While salary has been proven in certain studies to have an influence on employee attrition, base pay alone may not be enough to attract or retain employees (Rynes et al., 2004).

Rather than relying on monetary incentives, as prior research has revealed, subjective fulfillment and working conditions are the most significant predictor of retention. Furthermore, rather than ensuring a healthy job satisfaction, a lack of career progression frequently results in high staff turnover. According to previous studies built on the notion of employee engagement, workers who hold a greater value on their occupations and care more about doing a good job have higher levels of customer job satisfaction. Others have joined in with the suggestion that a company should promote its employees in aim to maintain them. This can be accomplished in a variety of ways (Mendes &Standler, 2011).

Workers are excited about future career opportunities with their company since it provides them with opportunities for promotion, instructional strategies, and appropriate performance control. Management of quality and pay, as well as training and growth, are all important aspects of the job. Were all of the factors significant in retaining staff, according to the survey? On the other side, many studies have stressed the importance of increasing labour welfare and how it can aid in employee retention. Finally, according to a prior study by Hong et al., retention is defined as a continuous contact between employees and their employers. (2012).

Keeping employees in a company is are among the most difficult duties for the Human Resources Department. That is why, in a tough business, it is hard to retain highly productive individuals. The best strategy to entice valuable staff, as well as keep them happy them extremely driven, has become a big problem in a connected world characterized by rivalry, access to trying to cut new tech and control networks, and unfettered access to the worldwide stock system. According to Janja et al., an adequate reward scheme can accurately handle this difficulty. (2013).

Ejumudo (2011) encapsulates this by stating that existing workers are likely to leave without an adequate pay scale, and talent acquisition will be difficult. Human resource managers utilize compensation plan as one of their strategies for attracting and maintaining talented employees, as well as motivating them to improve their abilities and complying with labor standards. (Njanja et. al, 2013).

Workers' Upkeep Retention is a term that describes a company's capacity to keep its staff as well as the methods used by companies to avoid turnover (Ramlall, 2004). Staff turnover is divided into four categories: wrongful termination, voluntary attrition, avoidable, and inevitable turnover. Per a study, the results of attrition and risk monitoring that must be conducted on time identify retention variables. In order to keep employees, a higher emphasis on fairness is required (Mikovich & Boundreau, 1988).

This requires both a proper meaning and gives high in keeping with the work success. According to prior studies, companies that use loyalty campaigns have substantially higher staff efficiency and lower job satisfaction (Liao & Chuang, 2004).

Within today's society, employee retention tactics have become extremely relevant as the most critical labor group dynamic. The most essential retention tactics are those that are linked to financial and nonfinancial benefits. Compensation and benefits, awards, and appreciation have all been studied to see how they affect attrition rate. Poor workers are more strongly related to job, according to a study, because it is crucial for them to be given benefits (Bacon & Hoque, 2005).

Furthermore, a research of hotel staff revealed that their pay packages are significantly lower, leading them to leave the firm (Caraher, 2011). Employees would stay with the company as long as the pay is sufficient. Although several studies have demonstrated that pay has a significant impact on employee motivation, base pay alone may not be enough to attract or retain employees (Rynes et al., 2004).

Rather than focusing on monetary incentives, as previous research have suggested, the most important factors of retention are innate contentment and working environment. Furthermore, rather than promoting a healthy work environment, a lack of professional growth tends to increase turnover. Employees who emphasize their professions and care about doing good had lower rates of client work-life conflict, according to a previous study based on the notion of employee retention. (Iqbal & Hashmi, 2015).

2.4 The Relationship between Succession Planning and Employee Retention

Team morale is declining in most organizations as a result of based on changing skill requirements, global competition, merger and sourcing volumes, and technology, all of which require the growth of a pool of talent to take on senior roles and steer businesses to a more relevant location. (Siebert & Nikolay, 2009).

Some companies lack the motivation to develop a "put plan" of high-potential people for management and supervisory jobs. Some firms are having problems filling roles, especially at the managerial level, due to a lack of a "fill-in plan" such as succession planning. As a result of this predicament, workers feel unsatisfied, which leads to lower productivity and retention among top players. As just a whole such, study into the factors that influence turnover has increased throughout time. (Jiang & Klein, 2002).

CHAPTER THREE: Organizational Profile

3.0 Organizational Background

Hormuud Telecom Somalia, situated in Mogadishu, Somalia, is a privately owned telecommunication firm. It is Somalia's biggest private employment and the government's first private firm to get ISO accredited worldwide. The company offers a variety of services that a huge number of Somalis use, such as funds transfer and EVC Plus.

Hormuud is Africa's and the Arab world's cheapest 4G mobile internet provider. Hormuud Salaam Society, which was founded in 2009, is one of the few charity organizations in Somalia. Hormuud donated substantial gifts to Somalia's health service during the Covid-19 outbreak.

3.1 History of the Hormuud Telecom Somalia

Hormuud was founded in 2002 by a group of modest stockholders in Mogadishu, Somalia, with the goal of constructing 16 communications sites. Ahmed Mohamed Yusuf, the company's current CEO, was among the party. Yusuf, a camel herder's son, founded the business with the objective of connecting Somalis to existence services that would help them build communities and participate to the country's burgeoning economy. In the same year, Hormuud launched its fixed landline phone service and GSM, a second-generation cell phone technology GSM is widely utilized in Europe and other areas of the world.

With EVC Plus, the company made its first mobile money transfer in 2011. It was Somalia's first payment processing service. EVC Plus is a wallet that allows users to buy and sell products and services as well as transfer money. Additional features include automated payments and SMS reminders. Financial statements on EVC Plus can indeed be accessed even if you don't have access to the internet. Hormuud started its In December 2012, a tri-band 3G network was launched for internet and mobile clients. Consumers benefit from the country's first 3G gsm network service, which delivers a fast and secure connectivity.

Hormuud Telecom, NationLink, and Somtel inked an interconnecting agreement in July 2014. The Somali Telecommunication Company (STC) was formed as a result of the collaborative partnership, allowing their cellular clients to connect throughout all three systems. Hormuud tested the first 4G services in Somalia later that year. In 2015, they began working in collaboration with Somalia's Ministry of Telecommunications to improve their 4G network capacity.

Hormuud Telecom founded the Hormuud Salaam Foundation in 2009, making it Somalia's first business charity. [requires citation] In 2019, the company facilitated fee bulk financial transfers to needy Somalis to NGOs reacting to storms in the Beledweyne, Baidoa, and Jowhar regions, as well as the Gedo region of Southern Somalia. As a consequence of this, the Somali Cash Partnership and other NGOs are able to provide direct donations to Somalis in need.

In 2020, the company received Certificate, becoming it the first private company in Somalia to do so. Hormuud's products and services meet all vital to life criteria and meet the expectations of its customers thanks to an excellent standard, according to this world level.

Hormuud stated intentions in 2021 to provide full 4G connectivity in Somalia by 2023. It estimates that 30% of its 3.6 million subscribers, the most of whom live in rural areas, still use 2G networks. The extension will give rural populations access to high-speed broadband, which is critical for both regional and national economic growth. Hormuud's key ambition, Having access to 4G is in line with the Un States' Development Goals.

Hormuud Telecom received the very first digital payment license from the Banking System of Somalia in February 2021, ensuring that its electronic banking The Financial System has now controlled and licensed the forum EVC Plus. The move formally recognized online currencies as a payment option in Somalia, allowing the Somali monetary sector to become more linked with the global financial system.

Later that year, Hormuud released Somalia's first indigenous pay phone. Users can access bank accounts, conduct electronic banking, send foreign remittances, and affect international phone calls using the WAAFI app, which integrates mobile money, connectivity, leisure, and payments. WAAFI's universal mobile money effect is an improvement on the current USSD technology utilized by many Somalis.

3.2 The Operations Part of Hormud Tellecom Somalia

In Somalia, Hormuud Telecoms has about 3.6 million subscribers, with about three million using its mobile payment network EVC Plus. Hormuud Telecom is owned by around 189,000 Somali investors.

Hormuud employs around 20,000 full- and part-time employees with a variety of skills, such electronics and communications engineering, customer care, sales and marketing, and finance. Engineers make up about 45 percent of the company's workforce Hormuud Telecom is owned by a total of 17999 Somali investors. It employs approximately 800 people in Somalia's urban and rural areas, making it the nation's biggest private employment.

Hormuud offers a variety of corporate, retail, and household solutions. Permanently fixed, Hormuud Mifi, Business Web, and Hormuud Hotspot are among the GSM mobile, 2G, 3G, and 4G solutions available. Hormud does not have access to public transit. Workers who spend a third of their earnings on the company may be entitled to rent bajajs. With 600 masts dispersed across the country, the company has primarily served south and central Somalia since around 2021.

By 2021, roughly 11.25 million Somalis, or 70% of the total population, will have access to 4G broadband. Hormuud also has the cheapest 4G cellular internet service in Africa and the Middle East. Hormuud Telecom has pledged to provide full 4G coverage across Somalia by 2023.

3.3 Hormuud Telecom of Somalia's Vision and Mission

Hormuud Telecommunication is one of Somalia's largest telecommunications companies. Hormuud began as a telecommunications firm in 2002 and has since evolved becoming the top, intent business in the Horn of Africa.

Hormuud's activities are effective and diverse, encompassing telecommunications, digital cash, the internet, and other essential industries that provide fast, reliable, and reduced solutions. Hormuud Telecom has employed over 30,000 people and serves millions of people. Hormuud also serves as a vital economic and transformational lifeline for Somalis.

3.3.1 In 2019, Hormuud is working on three exciting initiatives:-

1) Hormuud is pleased to announce the release of their revised stated mission.

2) Improved fiber optic connections were launched in southern and central Somalia in 2019, with plans for future regional expansion.

3) Hormuud is also making all possible steps to apply the GSMA digital payment compliance program in order to boost user, investor, commercial partnership, and legislative / regulatory trust.

3.3.2 Our Vision

Our mission is to lead the telecommunications sector with dependable and efficient services to meet all of the Somali folk's report. The report.

3.3.3. Our mission

To provide exceptional goods and services that add value to each of our clients, stakeholders, and the communities in which we operate. The corporation, its employees, and the Hormuud Telecom Foundation will work together to carry out our mission.

3.3 The Products and Services of Hormuud Telecommunication

3.3.1. Mobile Services

Hormuud started GSM Mobile Communications in 2002. Users top up their accounts with Hormuud recharging discount coupons cards, a disposable service that offers contractual or pay-as-you-go mobile phone service choices.

This telecommunications business established its Ilwadaag service in 2016, which enables for backward dialing becoming a valuable tool for low-income Somalis. A whitelist was eventually added to the service so that families and friends could connect more readily.

3.3.2 Mobile Internet & Broadband

Hormuud released Hormuud Hotspot in 2013. Wi-Fi broadband internet that is fast, safe, and dependable, and is available in public locations, motels, and academic facilities. [4] Hormuud Mifi, which allows users to access the web while on the go, was unveiled a year later. It's a transportable 4G wireless router with 4G wifi that can connect to many smartphones, tablets, or computers. Hormuud launched ADSL Plus in the same year.

A voice and data combo that sends and receives internet data and makes calls over a patient's home phone. Although the nation's net bandwidth was inadequate at the time, Hormuud was able to offer excellent repaired network infrastructure to Somali families thanks to capacity increases.

Business Online was introduced in 2014 as a capacity service that provides wireless online services. Many advanced internet connection sessions for various devices might be set up. The major purpose of the program is to provide Somali businesses and assistance groups with fixed broadband connections. Hormuud launched My SMS, a bulk messaging service for linking with large groups of people like employees, that year.

3.3.3 EVC Plus

EVC Plus is a one-of-a-kind technique to transmit and receive digital payments that works similarly to SMS and was first introduced in 2012. Over 67 percent of Somalis rely only on digital payments, especially those in its most communities at risk. EVC Plus is unique among African mobile money systems in that it is completely free at point of use. Individual send money, individual fund transfers, airtime/data top up, and accounting system are just a few of the important features of the mobile money platform.

Mobile payment is extensively used in Somalia, according to World Bank data. With 155 million u’s dollars’ worth Every month, 2.7 billion us dollars are invoiced, cellular transfer of funds is critical to Somalia's economic and infrastructure growth. EVC Plus is used for the majority of these transactions. According to research, mobile payments play a critical role in reducing currency theft and counterfeiting.

The EVC purse limit of $300 is waived for NGOs and social organizations sending cash to Somalis in distant places. Hormuud Telecom has previously provided free bulk financial transfers to Non-Governmental Organizations (NGOs) reacting to disasters such as floods.

Somalia, to be precise. 70.2 percent of mobile money customers use the service to pay their school tuition. 56.4 percent use the network to provide contributions and charity, 28.3 percent purchase online, 18.0 percent get money transfers from NGOs, and 16.7 percent pay tax bills. According to study from Mogadishu's SIMAD University, the use of Small and medium-sized enterprises are growing in Somalia because to mobile money.

3.3.4 Nessie

Nasiye was originally introduced in 2013, and its popularity grew amid the Covid-19 epidemic. A user can set music or reading alternatives as their call tone using the service. During the epidemic, Hormuud substituted coved public health alerts for parts of the Nasiye dial tones in order to educate susceptible groups and communities. From 2019 onwards, Hormuud will no longer charge monthly subscriptions to help fund the country.

3.3.5 WAAFI

Hormuud introduced Sudan's own indigenous mobile payment application in 2021, giving Somalis for the first time access to a variety of online services on a single platform. Users can use the WAAFI app to access their bank accounts, conduct online payments, send up to the amount, and make international and local phone calls.

WAAFI is a completely integrated mobile payment platform that replaces the widely used USSD technology. In metropolitan regions, implementing this model mobile payment technology has a prevalence rate of up to 80%, while rural areas have a penetration rate of up to 55%. WAAFI allows users to deposit and withdraw money from their bank accounts using their EVC Plus wallet. Businesses can use this to generate QR codes that allow customers to deposit funds straight into their savings accounts.

3.4. Hormuud Foundation

As one of its philanthropic operations, the Hormuud Telecom Organization, as Somalia's very first business foundation, provides different humanitarian and economic aid.

Hormuud Salam Foundation (HSF) is a non-profit organization created by Hormuud Telecom and Salaam Somali Bank with the sole purpose of making charitable contributions to assist Somalis in their daily lives.

HSF and supporters gave nearly $5 million to Somalia's coronavirus healthcare and pandemic rescue operations in 2020, during the coronavirus outbreak. In partnership with the Somali Business Association, HSF helped raise $4 million for the Somalia Including Its Covid-19 relief fund in 2021.

In the same year, Somalia received its second city oxygenation generator from the HSF. The machine was bought in Turkey and donated to Somalia to deal with the country's severe oxygen shortages in hospitals. The foundation also helped with the rehabilitation of the COVID-19 facility and the Banadir Maternity and Children Hospital's respiratory factory.

3.4.1Educational Support

Hormuud Telecom Foundation supports schooling in a variety of ways, including:

Hormuud University (HU) has by far the most extensive educational CSR program. The foundation helps the institution with administrative and operational costs. The organization also improves the university's academic quality through improving facilities and curriculum. The organization is also helping the institution build a world-class campus at KM 13.

Al-Nur School for Blind: Since 2013, the organization has been operating Al-Nur Schools for the Blind. For pupils who desire it, the school includes boarding accommodations, leased vehicles for students who wish to live with their family, classes, sporting equipment, and much more.

Hormuud Scholarship: Hormuud Telecom's Fund awards thousands of grants each year to students who have completed high school as well as college students.

3.4.2 Fire Fighting Services

Throughout 2009, the Hormuud Telecom Foundation has been running this crucial social security plan. The Fire Department has four large fire vehicles and a crew of 26 people. This is Somalia's first commercial firefighting company since the country's government fell apart in 1991. Hormuud Telecom Foundation fire fighters fought out 63 fires in 2018, saving countless lives and houses in the bargain.

3.4.3 Healthcare Programs

One of fund's more significant philanthropic activities is the financing and continued support of two dialysis centers in Mogadishu hospitals. People were dying due to a scarcity of dialysis equipment in the country until Hormuud Telecom Fund offered these crucial healthcare facilities.

3.4.4 Emergency Responses

The Institute embarked on numerous disaster responses in Somalia as a result of repeating draught and flood cycles caused by low resilient capabilities. In 2017, the Fund provided emergency assistance totaling $1.2 million.

3.4.5 Developmental Programs

The Organization offers a variety of community development, including financing for women and disabled people, agricultural and withdrawal rehabilitation, and sponsorships.

CHAPTER FOUR: HR Function of the Organization

4.0 History of HR Department

The Human resource company's job is to increase productivity while also protecting the organization from any potential workplace difficulties. Pay and conditions, recruitment, dismissal, and remaining current on any laws that may affect the organization and its employees are all tasks of HR.

Its Department Of human resources is in responsible of organization management and planning, as well as Board resource management. In this role, it develops and maintains policy in the areas of general admin staff, human capital, and finance.

Within HR departments, there has been a push for important plans since the 1980s. This foundation arose from study into the influence of employee issues on long-term strategic profitability. Human resources (HRM) strategies refer to all of these methods. HRM is a broad phrase that refers to a company's culture and environment, as well as how it manages its personnel. It focuses on an organization's workforce's hiring, administration, and future orientation.

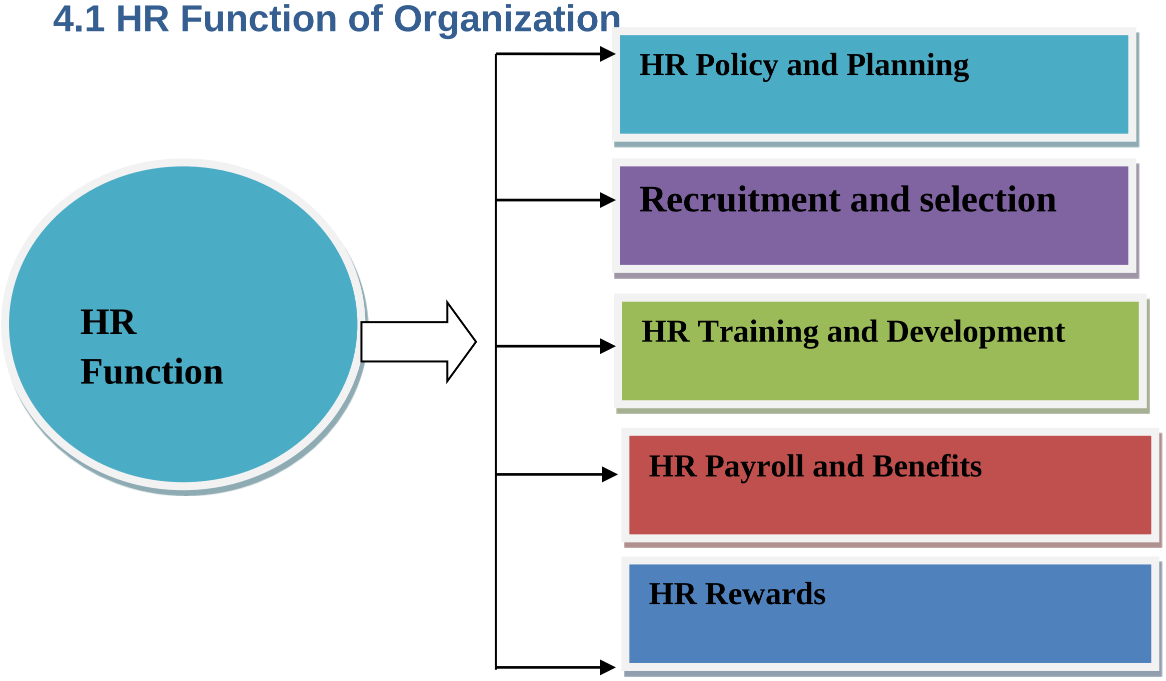
HR departments that use HRM tactics are more inclined to invest in employee training. Management may consult them on corporate strategies, tactics, and solutions. Google, for example, has increased its involvement in labor relations by utilizing its Human Resources department. Employees at the corporate headquarters have access to a variety of amenities, including fitness centers, ice skating rinks, and pitching pits. Employees that are happy are more productive, according to Google.

A human resources department, despite the size of the firm, is responsible for enhancing efficiency and protecting the organization from internal dangers. Pay and wages, recruitment, termination, and staying current on any regulations that may affect the firm and its personnel are all tasks of HR.

The primary objective of the Human Resources department in the Finance Office & Support Programs segment is to make sure there is enough depth understanding to bring out the Bank's duties and responsibilities to an adequate level; design and preserve performance management system, procedures, and processes that will intend for, compensate, select, and create personnel resources; and collaborate with and advise ceded officials.

A very well human resources department may give structure and the ability to solve business demands by properly managing your bank's most valuable resource, its employees. HR activities or membership in a large business association can assist institutions that do not have a specialized HR department in achieving the same degree of effectiveness and people management. Despite the fact that there are numerous HR disciplines, HR practitioners in each discipline may perform and over one of the five core responsibilities listed below.

4.1 HR Function of Organization



Employee training and development

4.1.1 HR Policy and Planning

A policy gives guidance for repetitive behavior in significant business sectors. It's a summary of how most people think about assessment criteria. Rules are designed to achieve a range of goals. Senior management makes policy judgments on recurring difficulties and providing suggestions to line managers.

This one will enable decisions to be made in similar instances without needing to rehash the debates and expensive research that were necessary to construct the strategy in the first place. Policies allow managers at all levels to function with confidence without constantly contacting their leaders. It will assure that action is taken as soon as possible.

The managerial policies serve as the foundation for all management relationships with employees. It includes the senior management's ideology. The staffing, for example, begins with concepts, implicit or explicit, about the purpose, According to DLF's human resource theory, employees have goals and intentions in their jobs. Policies outline the steps that must be taken in order to accomplish these objectives.

The management develops programs based on these policies in order to achieve the goals. Certain practices emerge as a result of the programmers' work. Rules define what is planned and what is being recommended. Practices define how policies are put into action.

Hormud Corporation may have made it a policy to provide training to all staff in order to prepare them for advancement. It is possible that an intensive training program was designed to implement this policy. Job training for new hires took a class for supervisor and supervisors, and performance management for members of the governing board may be included in the program. One of the various training activities that may be included in the supervisors training course is play acting.

The policies of Hormuud and Hour Hr. should not be viewed in isolation. It's an important part of the company's current policy framework. There is a natural cohesiveness to policies. Unnecessary repetition is minimized, and all actions are coordinated. When one of the key policies is ineffective, the effectiveness of the others likely to suffer. Similarly, a fault in human resource policies can undermine the effectiveness of all other workplace policies.

4.1.2 Recruitment and selection

The Human resource company's primary responsibility is recruitment. HR is involved in a variety of areas, including employee engagement, training, legal compliance, data processing, and many others. However, one of the most important objectives for HR is attracting, selecting, and integrating competent personnel for the firm.

Recruiting is the process of attracting competent candidates for a job opening, whereas selection is the method of selecting the right leader for that position. In the same way as a peg in a round hole never fit in a round hole, a bad hire can have a negative impact on a company's overall success.

When you recruit the wrong individual, the cost to your company might be significantly greater than if you are unable to hire anyone at all! Recruiting is both a technical and tactical effort for the company. As a result, an effective hiring strategy is critical.

The correct plan demonstrates your company's professionalism and expertise in attracting and retaining excellent talent. An successful strategy supports in the proactive construction of a talent pool, assisting in the achievement of short-, medium-, and long-term business objectives.

Staffing takes time and money, and it involves a number of parties, including your company's senior executives. As a result, it's critical to make sure the procedure is well-streamlined to fulfill the needs of all users.

Hrm activities include things like recruitment and selection. The HR executive should know how to behave hiring properly in order to retain top personnel and establish a strong, balanced staff.

To prevent high turnover, talent acquisition approaches must be carefully implemented. Neural network is now being used in recruitment in order to improve 'enablement.'

The purpose of personnel hiring is to locate, choose, and design the best people for one or more permanent or temporary positions inside a firm. The method of drawing employees to join the group's regular activities by posting work needs and defining job requirements may be described as the process of luring individuals to join the group's regular activities by pre-defining work needs and attempting to define the job title.

This involves evaluating a candidate's possibility of joining the organization as well as their fit with its purpose, vision, and values. Procedures for selecting people for unpaid activities like volunteer work or training can also be utilized to attract people.

The recruitment process' goal is to meet clients and select the best candidates for a certain job, which is established during the recruiting phase. Finally, a candidate for the post is chosen based on predetermined criteria.

The talent acquisition process may be straightforward or challenging, depending on the organization you work for and the job the applicant is seeking. It's vital to note that specific labor standards must be followed in all selection processes to protect both the company and the candidate, as well as to avoid discrimination throughout the hiring process.

The recruitment method varies from one company to the next. The first is recruiting, which is based on applicant attractiveness, selection, and design for the selection step. After that, the new hire begins conducting interviews and reviewing candidates in order to select the best prospects for the job.

Advertising job opportunities, issuing notifications within the organization, and analyzing company data for the connection between the skills required to do the job and the competences held by existing employees are all examples of internal recruitment strategies. Organizational values are researched, roles are filled, and advancements are fostered using this recruitment strategy. By viewing a new job opportunity, some recruits can increase their desire for a better quality of life at work.

By combining essential roles with existing employees, the company's culture will be well-understood. Issues may arise, though, if the career promotion method is not regarded as fair.

The best method to minimize negative outcomes is to use fair processes and procedures when hiring or promoting employees. By teaching employees the ideas and methods of an organized selection phase, the business reduces employee discomfort by ensuring that they understand and accept the application's result.

One of the outside recruitment strategies is transparency. The organization’s culture, which favors career progression and moves, has a direct impact on managerial' decisions about whether to use an indoor or outdoor recruiting method.

4.1.3 Training and development

In practically any company, one of the most valuable assets is training and development. This coaching seeks to develop workers' talents, attitude, and knowledge by pushing them to acquire new work practices.

Capacity building keeps workers' skills and knowledge up to date for completing their jobs, which helps to improve work performance and revenue for a company.

It ensures that employees' peculiarities or eccentricities are minimized, and that education or behavioral adjustment is done in a carefully controlled manner. Learning, sometimes known as teaching, is a series of approved continuous education programs aimed at assisting employees in achieving their goals and improving their abilities.

One of the most important HR responsibilities is learning and development. Most companies' human capital development initiatives include training and development. Businesses have been putting more emphasis on this since the turn of the century. Despite the fact that the sector is rapidly cutting jobs, many corporations have imposed annual work schedules.

Education can be described as an endeavor to improve or develop additional competence or talents in an existing person in order to improve their efficacy or effectiveness at work.

Training is a reactive, rapid operation with people and systems, whereas growth is a deliberate, continuing activity for executives. The goal of learning and assistance for employees is to help them develop new skills and a more full character.

To satisfy the current demand for fan staff, the organization invests in education. Individuals take responsibility for their own growth in order to meet the needs of future fan employees.

In theory, teaching entails a shift in a person's conduct, abilities, or knowledge, as well as an increase in their conduct. Training must be a well-thought-out activity that is based on a thorough need analysis and aimed at specific abilities, all while taking place in an educational setting.

It is critical to remember that when developing an education program, both corporate and individual goals must be considered. Although complete congruence may not be achievable, abilities are picked in a way that benefits both the manager and the team.

The gap analysis is the first step in the education process. The evaluation stage's goal is to decide whether or not training is necessary. If you said yes, the next step is to identify any knowledge or skill gaps, as well as the courses you'll need to fill them.

The process skills are evaluated largely in terms of attitude, knowledge, and capability (ASK), which are integrated to generate competency. The assessment, also known as a 'training requirements analysis,' takes place on three levels: work, person, and organizational.

The growth phase begins once the education analysis phase is completed. The generation of content as well as teaching materials is part of this step. Any of the following ways can be used to make known to trainees based on a variety of variables such as demographic, work type, and other aspects that are handled during the initial stage.

Distribution is a lot more important step in the learning phase, and it is undoubtedly the least mentioned. It is now preferable to complete the instruction once the design phase has been done. During the planning process, variables such as delivery timings are established.

The demographics of the users, the develop and innovate, the trainer's distinctive style, and so on all play a role in determining the service process. As a result, the training sessions become significantly more diversified. The final stage of the learning process, and the most crucial in determining the process's quality, is assessment.

Both the objective and the structure of the training program must be designed such that there is no conflict and the students can successfully evaluate the advantages for themselves in order for the review to be successful. The evaluation is based on the participants' reactions to the training, what they learnt, and how their behavior changed as a result of the training. This information is then used to help teachers in the first stage, "school needs assessment."

Payroll and Benefits HR

Employment is a financial function based on employee information. And, because HR holds the majority of this data, it can be in charge of payroll administration and, if needed, outsourcing. Human resource information systems, or HRIS, are used by HR supervisors of in-house payroll processing to manage information. HR may enter information about employee bonuses, advancements, and perks with this data-entry program.

While HR is in charge of compensation and benefits programs, which determine wage levels and healthcare expenditures, accounting takes into consideration the payroll dollars spent on these programs. Payroll refers to the process via which employees receive their wages. The work include balancing and verifying payroll data, as well as collecting and reporting taxes. The finance office is in charge of wages, bookkeeping, and verifying the integrity of financial data.

Your payer is responsible for delivering payroll checks, ensuring compliance with tax rules, keeping track of new recruit documentation, and editing current personnel records. Receipts, bonuses, overtime, and holiday compensation are all calculated by accounting experts.

The people management department's goal in managing people inside the company is to bring out the best in workers, thereby contributing to the company's success. The human resources department's major task is to hire new employees, which includes attracting the best candidates for open positions. HR experts must ensure that new workers deliver on their promises after they have been hired.

The Human resources is also in charge of inspiring, and to that end, they create pay increases which include holiday or midyear bonus awards as well as pay increases. HR also creates training courses and reminds staff of the firm's goals and make that they are on track.

Payment and human resources divisions must manage joint functions because many pay operations are tied to HR issues. Acquisition, wage hikes, annual bonuses, insurance payments, holiday leaves, and terminating employees are all examples of this. Hr department must be mindful of the time spent on payroll processing since, as the defender of human resources, they will be immediately affected if paychecks are not completed accurately and on time.

Personal data, such as accounting reporting, social security numbers, and home addresses, is also accessible to payroll and HR departments. The two divisions must collaborate to guarantee that this data does not fall into the hands of illegal people or businesses.

The finance or human resources departments of many companies are in charge of paying employees. Payroll is fundamentally a math problem that involves knowledge of tax regulations and bookkeeping. As a reason, many attendees assumed it belonged in the financial department.

Payment, on the other hand, is regarded an HR function since it compensates and interacts with individuals. Take maternity pay, for example. On the HR side, the corporation must protect the rights of its employees and follow relating to anti and maternity regulations. At same time, the employee must be paid in accordance with the company's policies, which is a finance role.

Hrm department is in charge of providing health, dental, and other perks. Employee usage records are kept by the HR department in order to estimate the expenses for these perks. Questions about the programs offered and the covering standards are part of the HR audit checklist. This data is crucial for establishing the optimal programs and maximizing the return on benefit expenditure.

Businesses must have well defined rules and procedures in place to avoid discrimination and wrongful termination cases. New employee orientation is held by businesses to discuss and clarify rules. At this time, new employees may have certain inquiries. Some employers require new hires to sign disclaimers stating that they have obtained document. Questions concerning orientations, what is covered, and documents delivered to new hires are included on HR audit questionnaires.

The keeping of documents and hiring of staff are both subject to legal obligations. Health-related records must be stored in separate files to preserve employee rights. For new hires, visa paperwork and copies of necessary papers must be kept on file. Questions about the use and preservation of these records may appear on auditing questionnaires. One question might be about where the files are kept and has reference to them.

Human resource departments are in charge of keeping track of wages, bonuses, and other forms of employee remuneration. Time reports are part of the payment files in some HR departments that process payroll. Inquiries on deciding reasons for wage choices, when workers become eligible for raises, and who has the ability to make changes to payments are all on HR audit questionnaires. In addition, the audit may include queries concerning bookkeeping methods.

Employment accounting is the branch of accounting that deals with calculating and disbursing remuneration to employees of a corporation. Entrepreneurs are often responsible for a variety of accounting responsibilities, and understanding salary management will allow you to ensure that your staffs are paid on time. Employment management is not as straightforward as it appears. Social security and Medicare, fringe benefits, garnishment difficulties, and extra pay, along with other things, must all be considered.

Employment accounting may also include the payment of independent contractors. A huge percentage of organizations hire contract workers who should be classified as regular employees because of their job responsibilities. This is done, among other things, to reduce payroll tax loads and insurances rates.

Now next step in wage adjustment is to figure out how much each employee is entitled in pay. Damage calculations might be straightforward or complex. For example, calculating the negotiated pay rate by the number of hours performed is all it takes to figure out pay for self - employed. In contrast to base income, computing pay for a chief executive officer may include regular payouts to savings and investments, repayment for business expenses, and incentives bonuses.

HR Rewards

Employees are recompensed for their job factors when they achieve a goal or receive a benefit. When new employees join the company, they expect to be compensated. Others may want advantages such as lodging, travel, health, safety, and other perks in exchange for higher pay and compensation. As a result, beneficial for the entire to the financial and nonfinancial benefits that a company provides to people in relation for their job performance, independent of expectations. Employees should be informed about the incentive approach in preparation.

The practice of aligning a rewards program to the level of success for each job in a company is known as incentive management. In order to handle rewards effectively, an organization must design an acceptable incentive structure. An attractive and transparent remuneration scheme is necessary to motivate and empower loyal and dependable employees. Long-term company finance strategy will also benefit from the reward system.

Reward influence staff calculating, awarding, and tracking a reward to a worker based on their job accomplishment. This will encourage employees to work hard in order to attain the organization's objectives. Total reward assists in the establishment of distinct identities among similar businesses.

Appropriate, up-to-date, open, and fair incentive management will improve job satisfaction. They consider themselves fortunate to be a part of the organization. Benefits, amenities, and promotion in the workplace are all aspects of compensation. Job performance, people demands, and general organizational capabilities should all be factored into reward schemes.

Consumers are pleased in a variety of ways, one being by implementing a reward system. Human resources are vital to any company because they allow companies to satisfy clients by meeting their needs. There could be a variety of techniques used.

The salary level of a company is a set of tactics used by management to affect employee conduct. This system assists HR managers in evaluating employee performance in relation to the company's present goals, as well as in recruiting new employees who may join the company in the near future.

It is important to note that incentives must be valued favorably by recipients in order to be deemed rewards. Psychological, external, financial, and non-monetary benefits are among the several sorts of rewards available. It's vital to keep in mind that rewards are typically subjective, as the supplier and the customer may have different perspectives.

An reward program's primary purpose is to boost employee motivation. An employee's level of attention and energy efforts might be defined as their motivation. If employees are awarded enticing rewards, whether financial or non-monetary, they will feel motivated because they believe their efforts are recognized by the company.

Employee honors demonstrate employees that their efforts to the company or its goals are respected and acknowledged. This energizes employees and inspires them to act positively at work. The motivation aspect is linked to all of the other aspects of the incentives.

If workers are rewarded more in return for their devotion to the company's success, they will try to improve one in needed to perform better in the future. Employees benefit from this perspective since it helps them increase their efficiency and, as a result, achieve the organization's objectives. Most companies pay their employees based on the number of items they produce. It motivates employees to improve their output in order to receive greater perks.

As part of the standard system, employees are granted variable income levels, additional incentives, cash presents, awards, and other benefits, which promote morale and make them happy at work. When it comes to retaining customers on the job, service quality is critical. In a similar vein, it assists in the hiring of additional employees for various positions inside the company.

The employment of rewards can be used to manage workers' conduct and change their values. Both expressions, on the other hand, serve the same purpose while being completely different, and they can be used interchangeably. Employees receive financial prizes in addition to their base pay through a series of programs known as compensation.

Distinguished personnel are those who are rewarded intangibly for their work. Happiness requires recognizing their efforts in order for them to feel motivated and satisfied that their job is valued by the organization. Employees do not always demand monetary compensation for their work, but they do require acknowledgement, and most local businesses use this strategy to inspire their workers.

Integrating identification from payment systems is crucial for an efficient reward system, and recognition timing should be emphasized. It is critical to express gratitude while the event remains fresh in people's minds. Employees must be recognized on a frequent basis in order to be motivated to do effectively on a job.

CHAPTER FIVE: ANALYSIS AND FINDINGS

5.0 Introduction

The data collected from the survey is presented, analyzed, and conclusions are drawn in this chapter. In addition, this study looked into the effect of team building on retaining employees in a single Hormuud telecom Somalia in Mogadishu, Somalia. The data was processed and provided in accordance with the report's research topic.

5.1 Demographic data

This page was created to display the people in the study' basic information. The goal with this additional info was to figure out who the responders were. Furthermore, the respondents have stated that all of the data they have provided will be used solely for scholarly purposes, and that their names will be kept anonymous. A total of 67 people participated in the survey. Gender, age, marital status, educational attainment, and profession are among factors considered in the demographics section of the survey.

The participants' gender

Table 5.1.1 Gender

Gender of respondent			
Description	Frequency	Percent	Cumulative Percent
Male	50	74.6	74.6
Female	17	25.4	25.4
Total	67	100.0	100.0

Source of primary data 2022

According with results in table 5.1.1 and the graph below, 74.6 percent of those surveyed were male and 25.4 percent were female. As a result, men accounted for the overwhelming majority of responses.

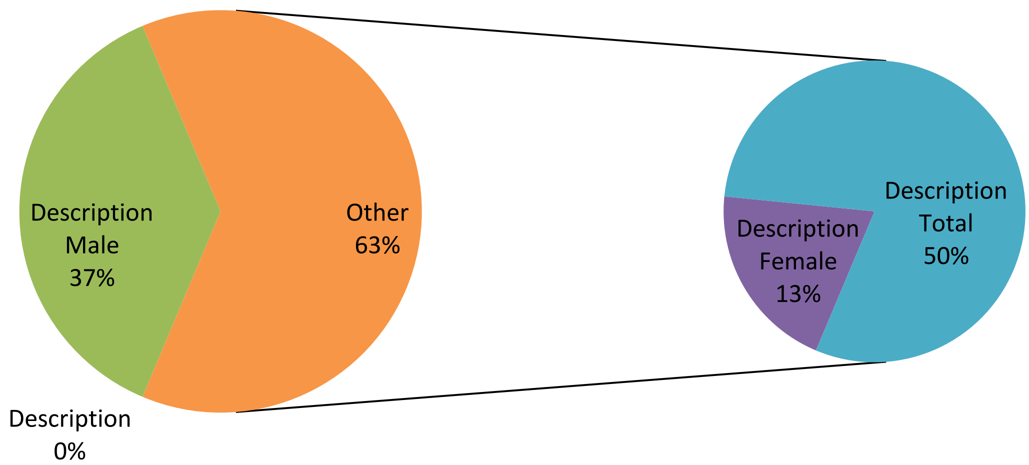


Figure 5.1.1 Gender respondents

Table 5.1.2. Age respondents

Age of respondents			
Description	Frequency	Percent	Cumulative Percent
18-25	8	11.9	11.9
26-33	36	53.7	53.7
34-41	18	26.9	26.9
Over 42	5	7.5	7.5
Total	67	100.0	100.0

Source of primary data 2022

Table 5.1.2 and figure below show that (11.9 percent) of participants were between the ages of 18 and 25, (53.7 percent) all between the ages of 26 and 33, (26.9%) percent were between the ages of 34 and 41, and (7.5 percent) percent were over the age of 42. As a result, the majority of those who responded (53.7%) were between the ages of 26 and 33.

Table 5.1.3 Marital Status of respondents

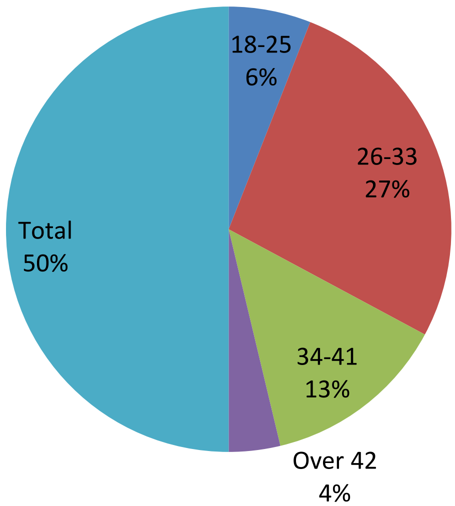


Figure 5.1.2 Age respondents

Marital Status of respondents

	Frequency	Percent	Cumulative Percent
Single	25	37.3	37.3
Married	37	55.2	55.2
Divorced	5	7.5	100.0
Total	67	100.0	

5.1.2 Marital Status of respondents

Source of primary data 2022

per the table and figure 5.1.3, 37.3 percent of those surveyed were single, 55.2 percent married, and 7.5 percent divorced. As a result, the plurality of responders (55.2%) was married.

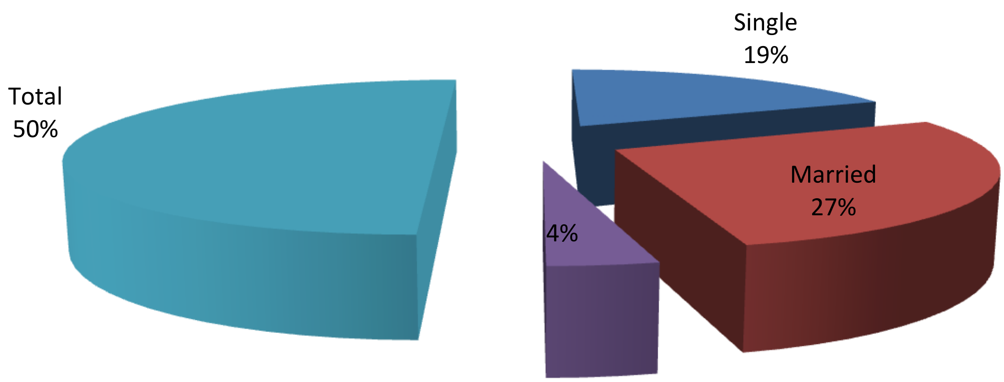


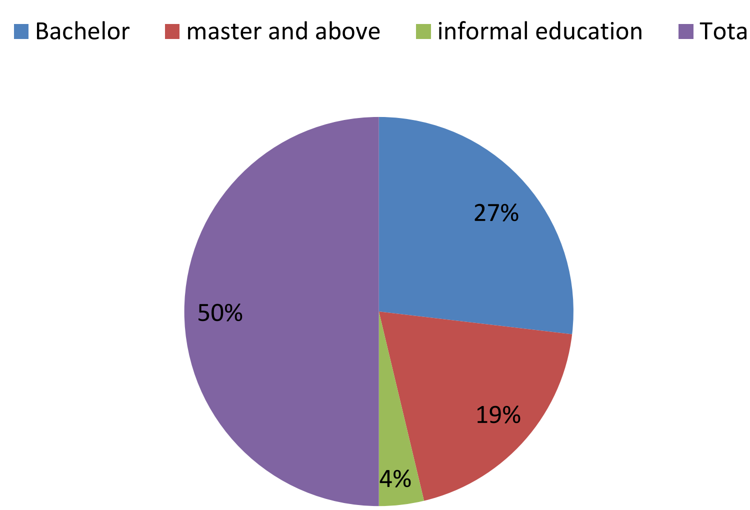
Figure 5.1.3 respondents of marital status

Table 5.1.4 Education Level of Respondents

Education Level of Respondents		
	Frequency	Percent
Bachelor	36	53.7
Master And Above	26	38.8
Informal Education	5	7.5
Total	67	100.0

Source of primary data 2022

53.7 percent of those surveyed had a bachelor's degree, 38.8 percentages had a master's degree or over, and 7.5 percentage had no formal schooling, per the table and figure above. As a result, 53.7 percent of those who



responded were single.

Figure 5.1.4 respondents of educational level

Table 4.1.5. Occupation

Employee Occupation	Frequency	Percent
Employed	67	100.0

Source of primary data 2021

Every one of the participants were working, per the data in table 5.1.5 and the graph below.

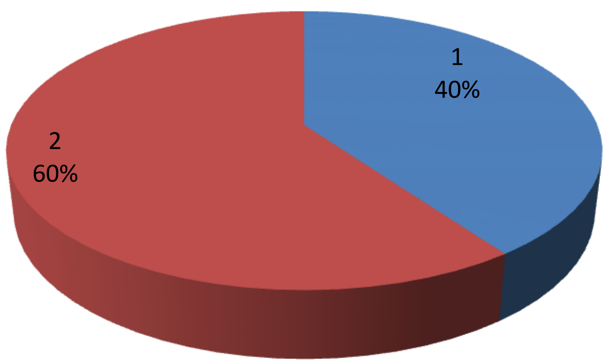


Figure 5.1.5 respondents of occupation

5.2 DATA PRESENTATION ANDANALYSIS

Table 5.2.1 The Company keeps track of employee talent development

Description	Frequency	Percent
Strongly agree	24	35.8
Agree	36	53.7
Neutral	6	9.0
Disagree	1	1.5
Total	67	100.0

Source of primary data 2022

Table 5.2.1 indicates that 35.8% of respondents strongly agreed, 53.7 percent consented, 9% of participants were neutral, and 1.5 percent of those surveyed opposed. As a result, the vast majority of responders agreed.

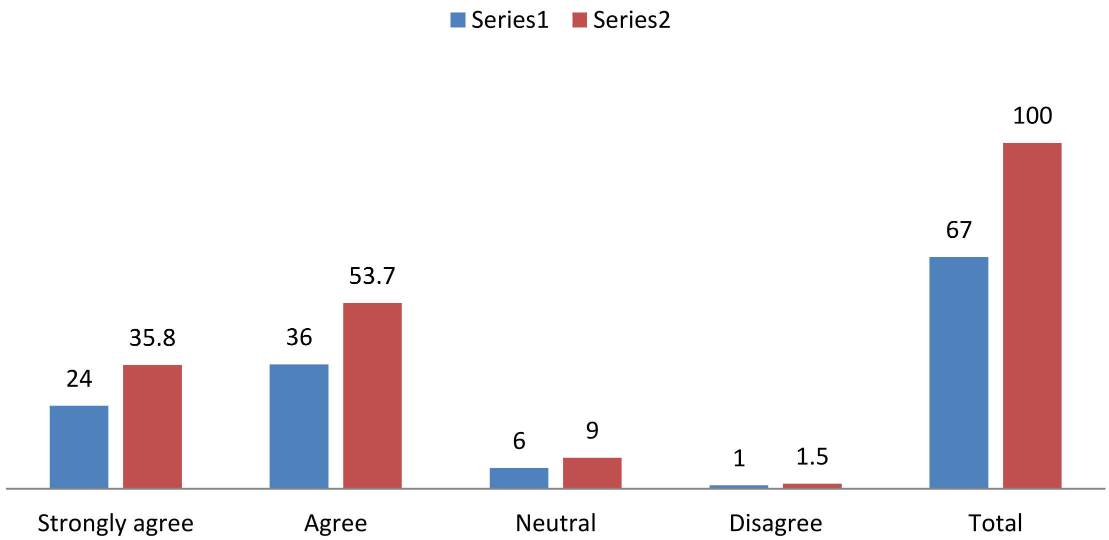


Figure 5.2.1 The Company keeps track of employee talent development

Table 5.2.2 Job Interviews ensures that organization retains its employees

Description	Frequency	Percent
strongly agree	13	19.4
Agree	46	68.7
Neutral	5	7.5
strongly disagree	1	1.5
Disagree	2	3.0
Total	67	100.0

Source of primary data 2022

Table 5.2.2 shows that 19.4% of entire sample size strongly agreed, 68.7% of participants indicated, 7.5 percent of those surveyed were neutral, 1.5 percent of respondents strongly disagreed, and 3 percent of respondents disagreed. As a result, the large bulk of responders agreed.

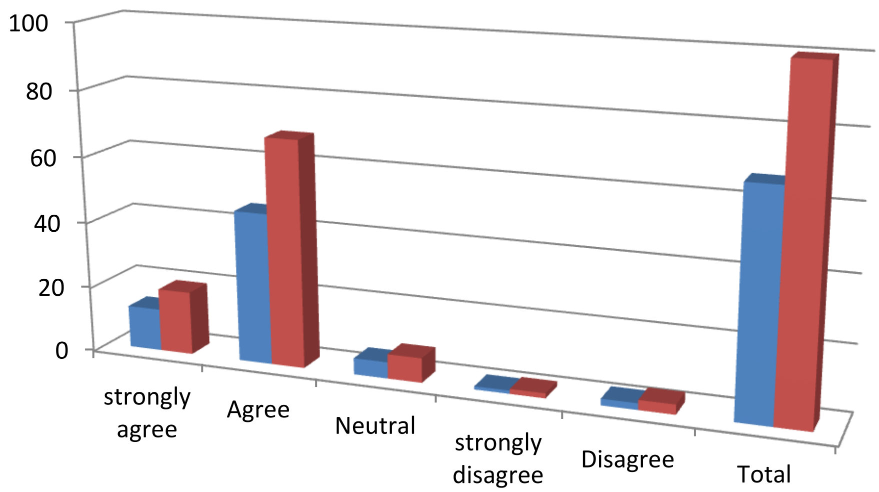


Figure 5.2.2 Job Interviews ensures that organization retains its employees

Table 5.2.3 Ability Test among employees ensures that organization retains its employees

Description	Frequency	Percent
strongly agree	25	37.3
Agree	32	47.8
Neutral	5	7.5
strongly disagree	5	7.5
Total	67	100.0

Source of primary data 2022

Its results in table 5.2.3 demonstrate that 37.3 percent of respondents strongly agreed, 47.8 percent strongly agreed, 7.5 percent neutral, and 7.5 percent strongly disagreed. As a result, the vast majority of responders agreed.

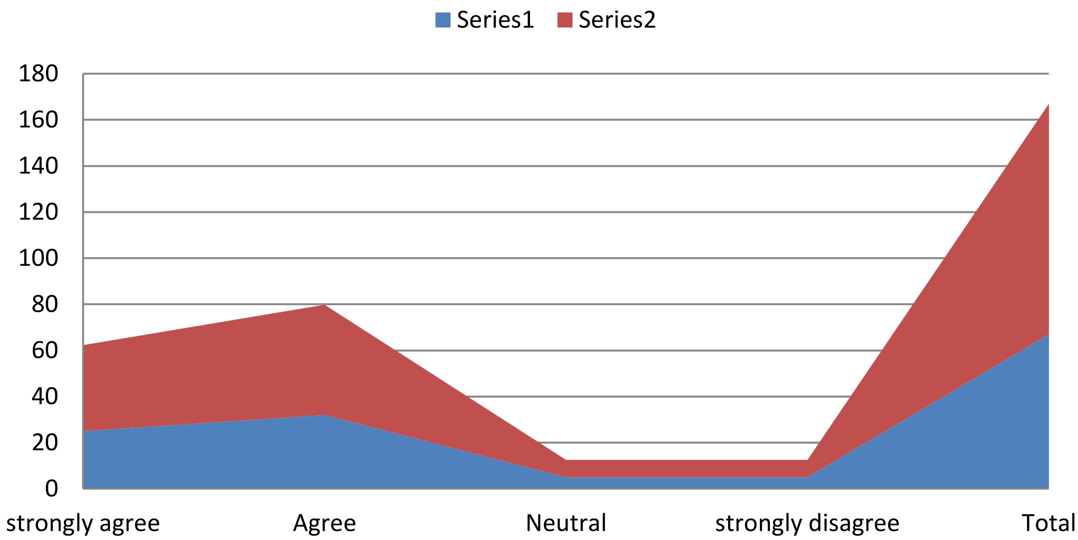


Figure 5.2.3 Ability Test among employees ensures that organization retains its employees

Table 5.2.4 Employees are objectively evaluated based on individual skills

Description	Frequency	Percent
strongly agree	14	20.9
Agree	45	67.2
Neutral	6	9.0
strongly disagree	1	1.5
Disagree	1	1.5
Total	67	100.0

Source of primary data 2022

According to the table and figure 5.2.4, 20.9% percent of respondents strongly agreed, 67.2% percent highly agreed, 9% percent strongly agreed, 1.5% percent strongly disagreed, and 1.5% percent strongly disagreed. As a result, the vast majority of responders agreed.

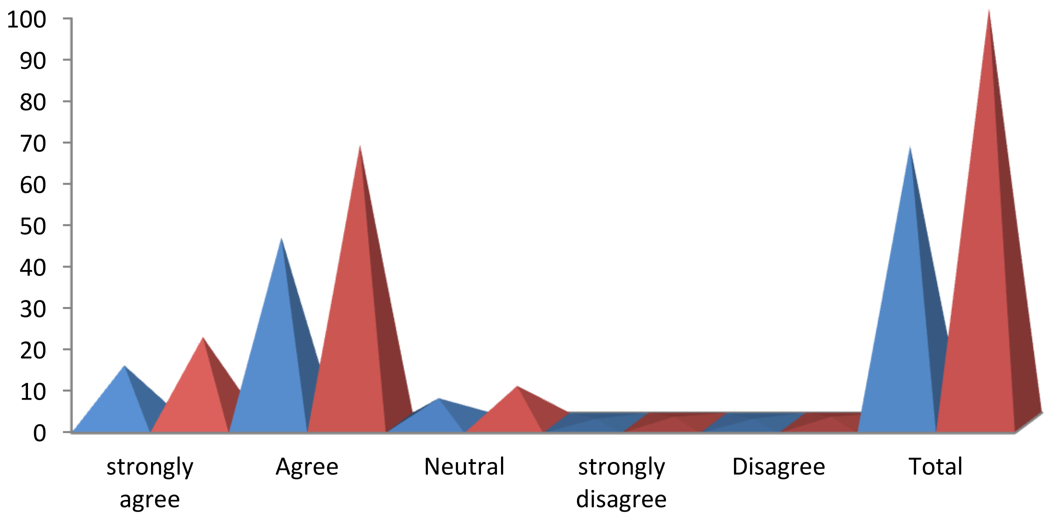


Figure 5.2.4 Employees are objectively evaluated based on individual skills

Table 4.2.5 Management supports employee talent development

Description	Frequency	Percent
strongly agree	16	23.9
Agree	45	67.2
Neutral	3	4.5
strongly disagree	2	3.0
Disagree	1	1.5
Total	67	100.0

Source of primary data 2022

23.9 percent of the respondents strongly agreed, 67.2 percent of those surveyed agreed, 4.5 percent of respondents were neutral, 3 percent of respondents strongly disagreed, and 1.5 percent of respondents disagreed, according to the data in the table above and the figure below. As a consequence, the overwhelming majority of those who responded agreed.

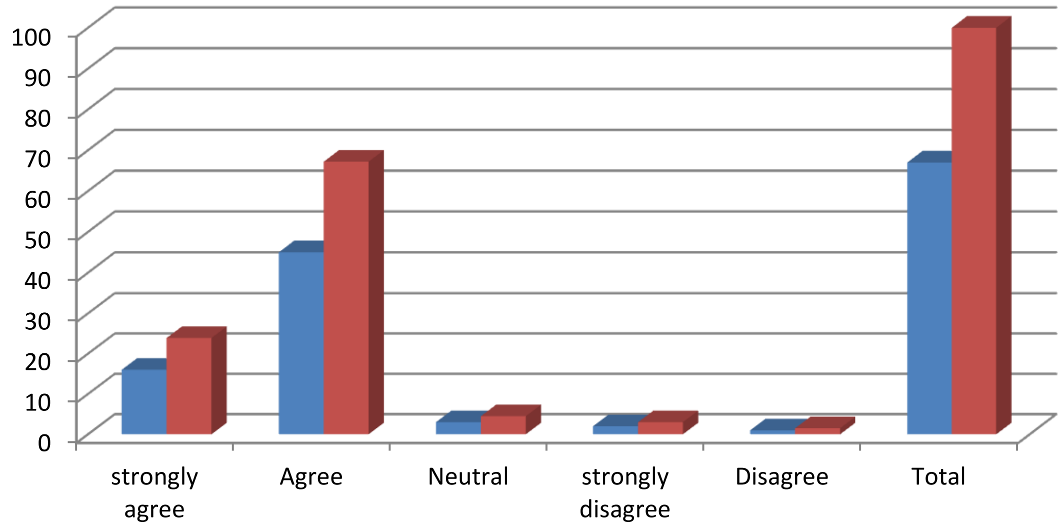


Figure 5.2.5 Management supports employee talent development

Table 5.2.6 there is assistance from management to help match the personal goals and opportunities available

Description	Frequency	Percent
strongly agree	21	31.3
Agree	36	53.7
Neutral	9	13.4
Disagree	1	1.5
Total	67	100.0

Source of primary data 2022

According to the table above and the graph below, 31.3 percent of respondents were strongly agreed, 53.7 percent agreed, 13.4 percent indifferent, and 1.5 percent disagreed. As a result, the vast majority of responders agreed.

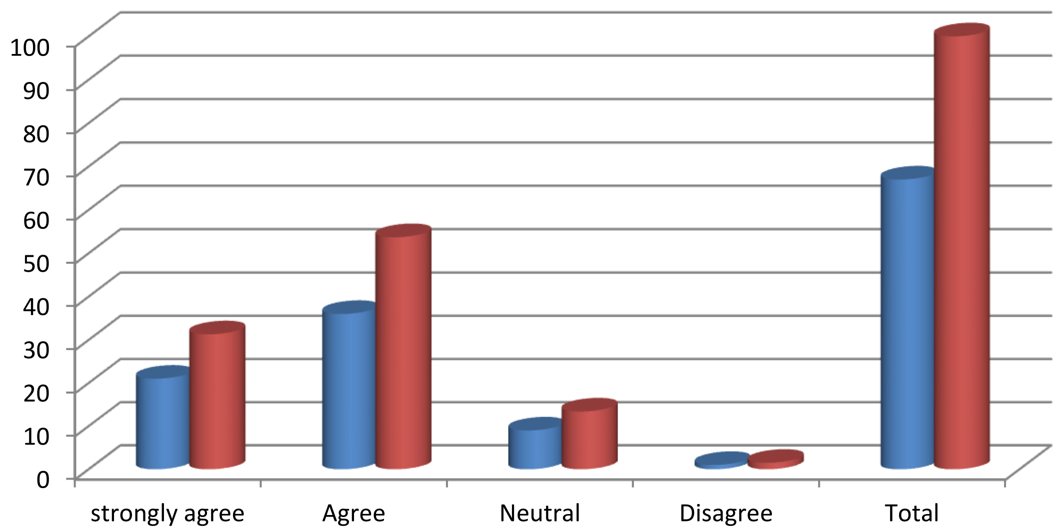


Figure 5.2.6 There is assistance from management to help match the personal goals and opportunities available

Table 5.2.7 There are career positions that align around a common career theme (marketing, management, software, verticals, etc.)

Description	Frequency	Percent
strongly agree	18	26.9
Agree	41	61.2
Neutral	3	4.5
strongly disagree	1	1.5
Disagree	4	6.0
Total	67	100.0

Source of primary data 2022

Per the table and figure in 5.2.7, 26.9% of respondents agree, 61.2 percentages agreed, 4 per cent percent neutral, 1.5 percent strongly disagreed, and 6 percent disagreed. As a result, the overwhelming majority of those who responded agreed.

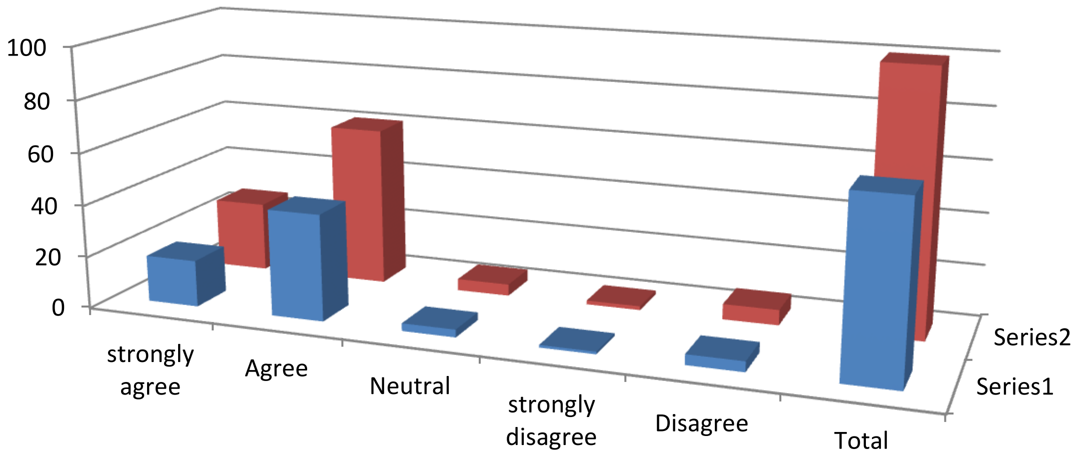


Figure 5.2.7 There are a number of work opportunities that are based on a common theme (marketing, management, software, verticals, etc.)

Table 5.2.8 Individual evaluations of abilities, interests, professional needs, and goals are permitted.

Description	Frequency	Percent
strongly agree	11	16.4
Agree	45	67.2
Neutral	6	9.0
strongly disagree	1	1.5
Disagree	4	6.0
Total	67	100.0

Source of primary data 2022

According to the table and graph above, 16.4 percent of the respondent agreed, 67.2 percent agreed, 9 percent of those surveyed were neutral, 1.5 percent strongly disagreed, and 6 percent of respondents disagreed. As a result, the vast majority of responders agreed.

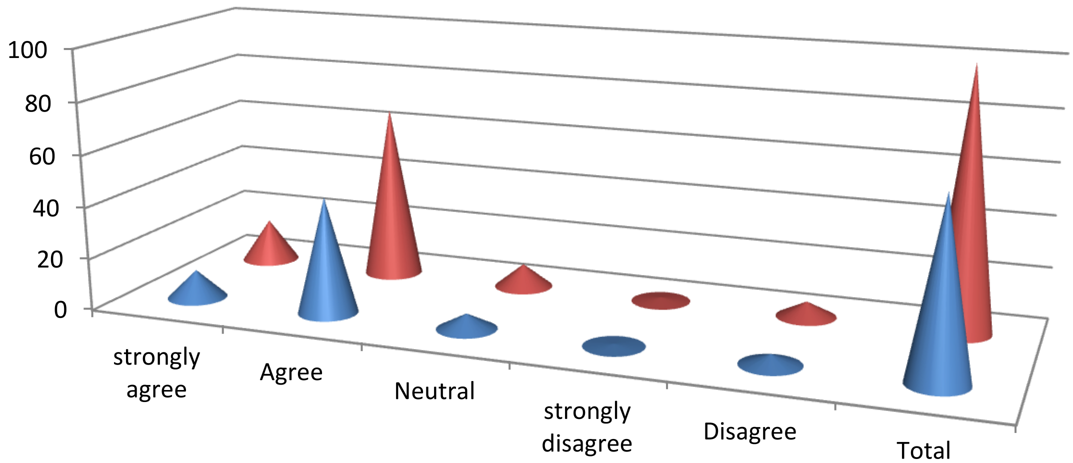


Figure 5.2.8 Individual evaluations of skills, interests, key positions, and goals are permitted. Individualized evaluations of skills, hobbies, key positions, and goals are permitted.

Table 5.2.9 Employee qualities and potential are assessed by organizations.

Description	Frequency	Percent
strongly agree	19	28.4
Agree	37	55.2
Neutral	5	7.5
strongly disagree	4	6.0
Disagree	2	3.0
Total	67	100.0

Source of primary data 2022

Per the table above, 28.4% of respondents strongly agreed, 55.2 percent of respondents agreed, 7.5 percent of those surveyed were neutral, 6% of respondents strongly disagreed, and 3% of respondents disagreed. The majority of participants (55.2%) were in agreement.

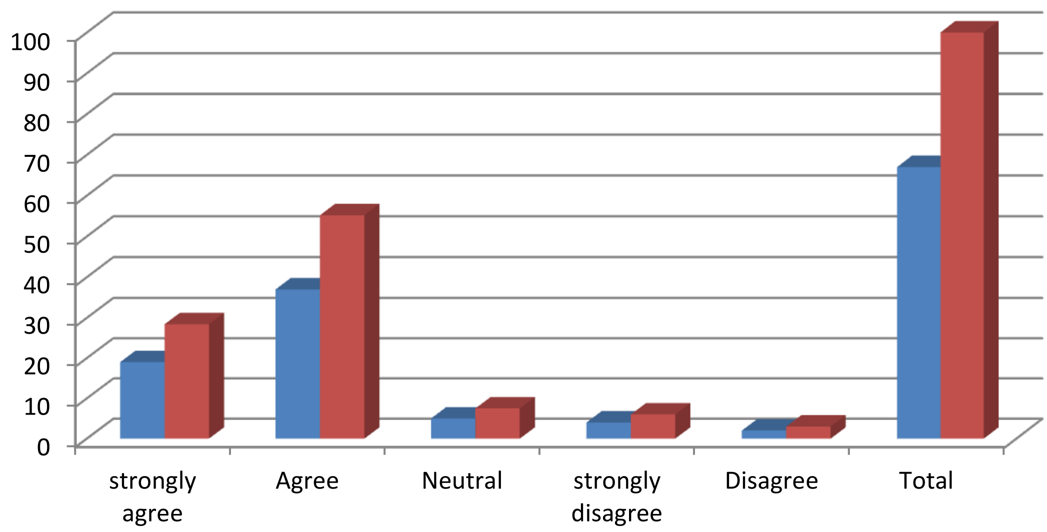


Figure 5.2.9 Employee abilities and potential are evaluated by organizations.

Table 5.2.10 The firm communicates information about career alternatives and prospects in a straightforward and concise manner.

Description	Frequency	Percent
Strongly agree	19	28.4
Agree	41	61.2
Neutral	4	6.0
Disagree	3	4.5
Total	67	100.0

Source of primary data 2022

According to table 5.2.10, 28.4 percent of respondents strongly agreed, 61.2 percent of respondents agreed, 6% of participants were neutral, and 4.5 percent of those surveyed disagreed. The majority of responders (61.2%) agreed with the statement.

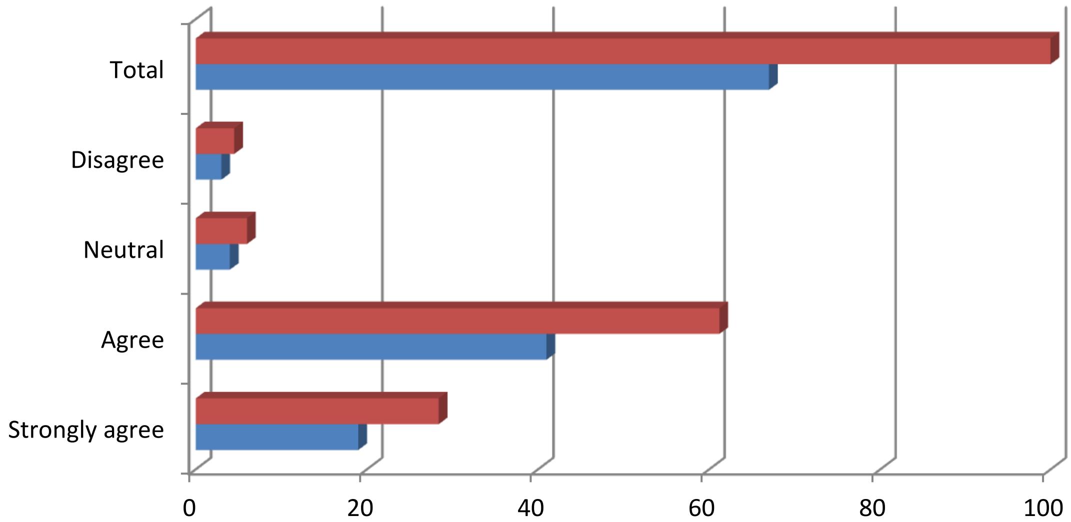


Figure 5.2.10 Information about career alternatives and prospects with the firm is communicated clearly.

Table 4.2.11 Do you have an awareness of a reward system in your organization?

Description	Frequency	Percent
Yes	59	88.1
No	8	11.9
Total	67	100.0

Source of primary data 2022

According to the results in table 4.2.11, 88.1 percent of respondents replied yes and 11.9 percent said no. 88.1 percent of those who responded said yes.

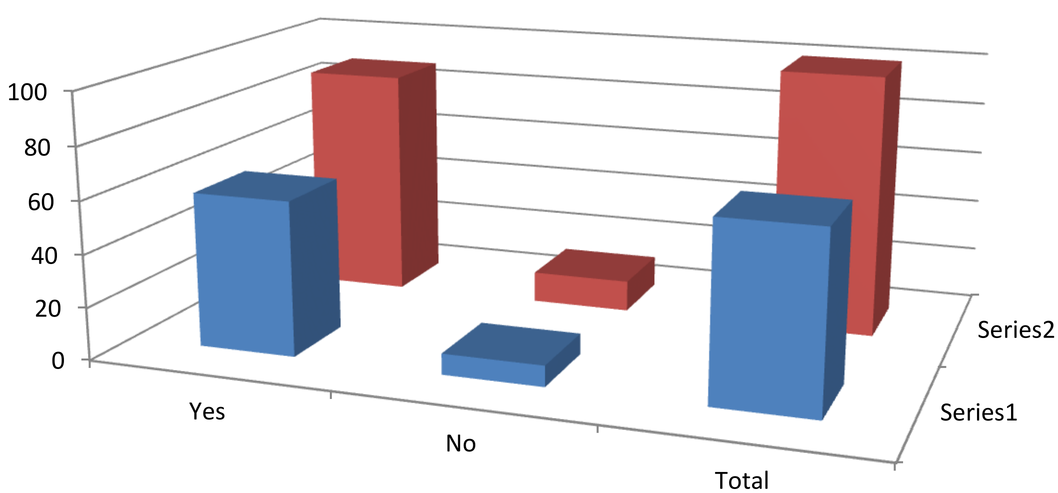


Figure 5.2.11 Do you know if your company has a reward system in place?

Table 5.2.12 What kind of incentive program do you have in place at your company?

Description	Frequency	Percent
Formal	46	68.7
Informal	14	20.9
None	7	10.4
Total	67	100.0

Source of primary data 2022

According to table 5.2.12, 68.7% of participants said formal, 20.9 percent chose informally, and 10.4% of participants said none. The majority of those polled (68.7%) said formal.

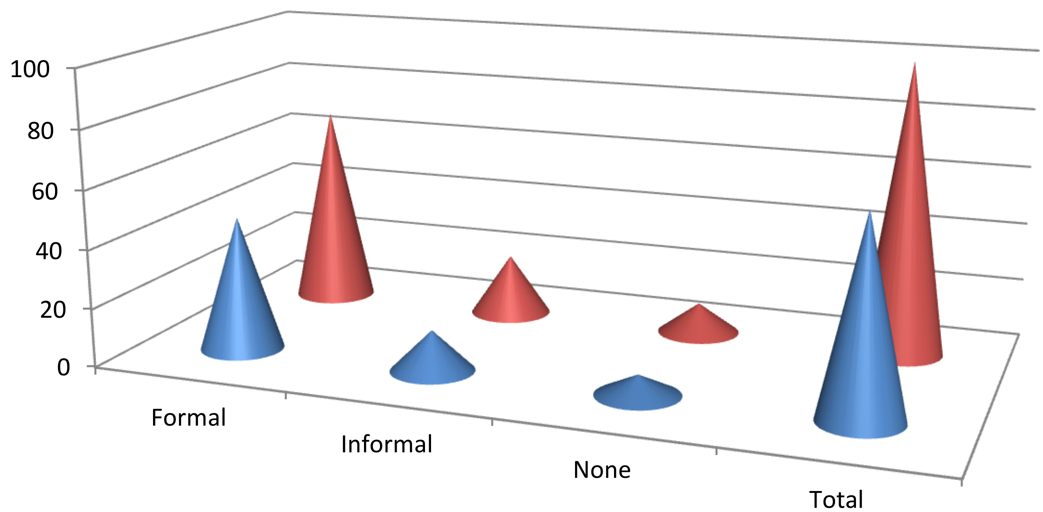


Figure 5.2.12 In your company, what kind of incentive system do you have?

Table 5.2.13 What is the frequency of incentives in your company?

Description	Frequency	Percent
Monthly	4	6.0
Quarterly	6	9.0
Yearly	44	65.7
Occasionally	5	7.5
Other	8	11.9
Total	67	100.0

Source of primary data 2022

According to the table and graph above, 6 percent of respondents stated monthly, 9 percent said quarterly, 65.7 percent said yearly, 7.5 percent said sometimes, and 11.9 percent answered other. As a result, the majority of participants (65.7 percent) stated that they do so on a yearly basis.

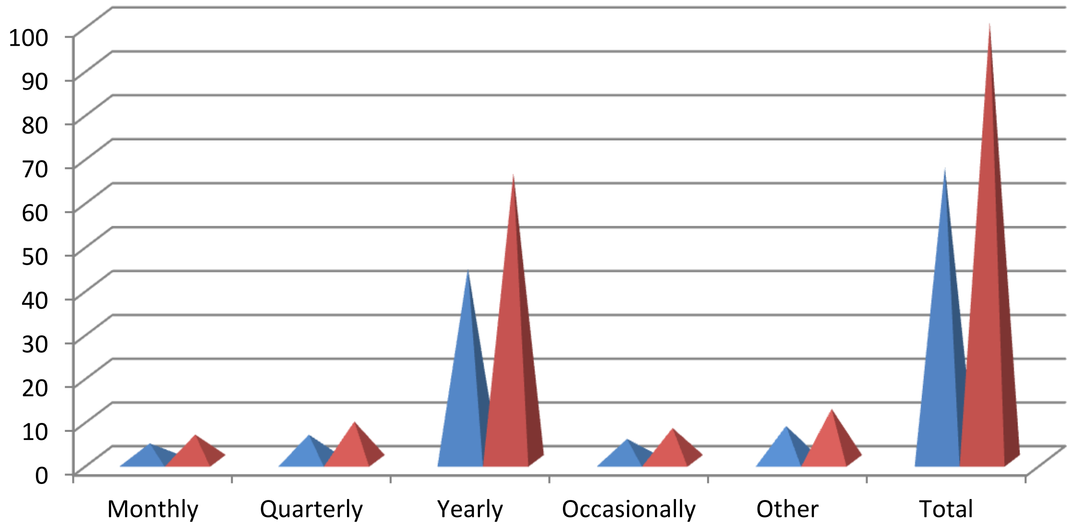


Figure 5.2.13 What is the frequency of rewards in your organization?

Table 5.2.14 Which categories of staff are eligible for reward?

Description	Frequency	Percent
Management staff only	37	55.2
Senior staff	11	16.4
Permanent staff	13	19.4
Other	6	9.0
Total	67	100.0

Source of primary data 2022

As per table 5.2.14, 55.2 percent of respondents indicated management staff only, 16.4 percent said senior staff, 19.4 percent said permanent staff, and 9% said other. Only senior workers, according to the proportion of participants.

Figure 5.2.14, what kind of employees is eligible for bonuses?

Table 5.2.15 How is an employee chosen for a bonus?

Description	Frequency	Percent
Decision of management top	45	**67.2**
do not know	2	**3.0**
group vote	10	**14.9**
Decision from manager single	4	**6.0**
none of the above	6	**9.0**
Total	**67**	**100.0**

Source of primary data 2022

According to the table and graph above, 67.2 percent of respondents stated upper staff made the decision, 3% said they didn't know, 14.9 percent indicated group vote, 6% said single manager made the decision, and 9% said none of the above. The majority of responders (67.2%) indicated upper management made a decision.

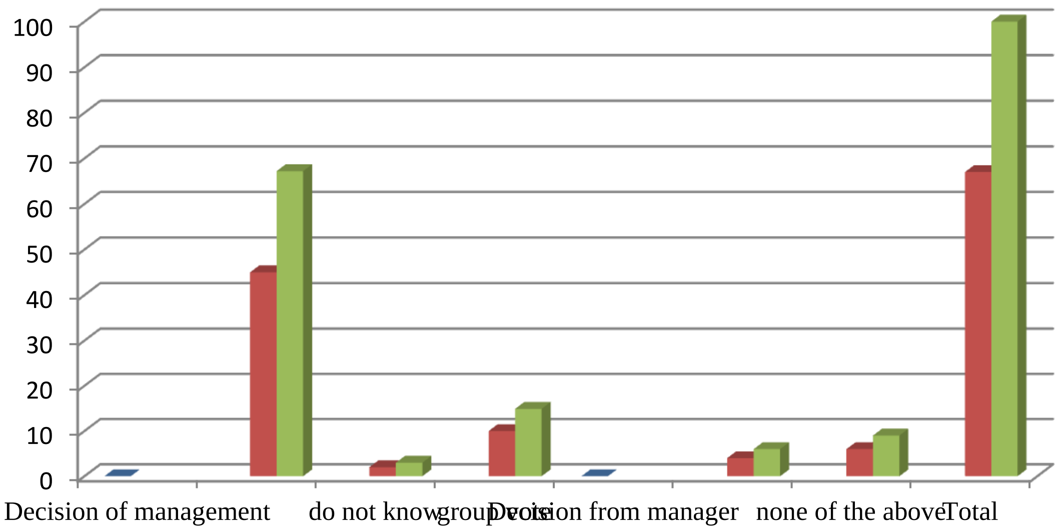


Figure 5.2.15 How is an employee selected for reward?

5.3 MAJOR FINDINGS

This study focuses on the most important findings made as a result of research, as well as the results of the widely distributed surveys. The major goal of this research was to see how staff retention in Mogadishu, Somalia, was affected by long-term planning.

The study looked at succession planning and how it relates to staffing. The majority of participants assigned strategic planning to their staff, according to the study's findings. Some of the possibilities are highly agree, agree, disagree, and strongly disagree. As a result, the vast majority of participants believe succession planning is critical for staff retention and has a positive influence.

Per the data, the majority of participants agreed that goal one, which is to investigate the impact of resource leadership on employee retention, is important. This illustrates that skill has an influence on employee performance.

According to the statistics, the vast majority of respondents assigned to goal two, which is to explore the influence of professional impact on employee turnover, strongly agree or agree with the questions, suggesting that employees benefit from career guidance.

Lastly, the findings demonstrate that succession aids staff retention.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.0 INTRODUCTION

The conclusion and recommendations were discussed in this chapter.

6.1 CONCLUSIONS

The purpose of this study in Mogadishu, Somalia, is to see whether strategic planning helped employees stay longer. Work engagement is improved by career progression, according to research.

The study's primary purpose was to examine the relationship between talent management and employee performance preservation. According to the results of the survey, the majority of participants believed that reward system had a good influence on employee.

The study's next goal is to see how career planning affect the employee turnover. According to the study, a majority of participants believe that performance appraisal has a good impact on staff retention. It has a positive impact on the economy.

The study's secondary goal was to see how incentive leadership styles affected job satisfaction. The percentage of persons who said yes was high, and the majority of those who said yes received a yearly award, implying that rewarding employees improves staff engagement.

Finally, it was discovered that long term planning and job satisfaction are good for both sides.

6.2 RECOMMENDATIONS

Depending on the report's results and analysis, the scientist proffered suggestions:

Senior leadership and the HR department should support and encourage long term planning. One meeting to elect a leader is insufficient to general wellbeing succession. It's vital to have a continuous process to identify requisite skills, candidates, and a plan for combining the two. Even if a possibility claimant keeps moving on to another role or leaves the company, continued work is necessary. Begin the performance management project from the start each time it happens.

Current successor initiatives should always aim for retaining employees. You should make informed decisions when it comes to promoting excellent employees. Job satisfaction has been discovered if workers are rewarded on the based on merit. When employees are promoted based on merit, they gain trust and remain loyal to the organization.

Senior leadership and the people management department of the company should continue to encourage performance appraisal.

To maintain a continuous approach to identifying requisite skills, prospects, and a strategy for combining the two.

To maintain a consistent method for assessing requisite skills, applicants, and a strategy for combining the two.

Workers should have faith in leadership to remain loyal to the company, which leads to job turnover.

To demonstrate that almost all of the remaining workforce own it.

Embracing the firm's progressive transformations as things occur.

Workers are cycled from one job toward the next so how they can grow and learn and diversity.

There are four factors.

I'm talking to a potential successor.

Methodological approaches are evolving at a dizzying pace.

The training and growth of the succession.

Choosing a replacement is challenging.

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QUESTIONAIRE

(ACADEMIC QUESTIONNAIRE)

Dera répondent,

I am a student of (U I U) carrying out academic research on "THE IMPACT OF SUCCESSION PLANNING ON EMPLOYEE RETENTION IN MOGADISHU, SOMALIA" I was specifically chosen to participate in the study, and I respectfully request that you provide an adequate response by carefully completing out the questionnaires. The responses you provide will only be used for academic purposes and will be kept in strict confidence.

Section: A (General Information) please choose the appropriate answer

Gender:

Male

Female

Age

a.18-25 b 2 6 -33 c 34-41 d. over 42

Marital statutes

a. Single b married c. Divorced d. widowed

Education levelBachelor

a. Master and above b. Informal education c.Occupation d.Employed e.Unemployed

Please choose the appropriate answer

Section B: employee retention and the influence of talent management

The company keeps track of employee talent development

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

Job Interviews ensures that organization retains its employees

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

Ability Test among employees ensures that organization retains its employees

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

Employees are objectively evaluated based on individual skills

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

Management supports employee talent development

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

Please choose the appropriate answer:

Section C: the impact of career management on employee retention

Management provides aid in matching personal aspirations to accessible opportunities.

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

2. There are career positions that are grouped together by a shared theme (marketing, management, software, verticals, etc)

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

Individual assessments of abilities, interests, job needs, and aspirations are possible.

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

There are organizational assessments of employee abilities and potential

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

Information about career alternatives and prospects with the firm is clearly communicated.

Strongly agree

Agree

Neutral

Strongly disagree

Disagree

Please choose the appropriate answer:

Section D:the impact of rewards management on employee retention

Do you have an awareness of a reward system in your organisation?

Yes

No

What type of reward system do you have in your organisation?

Formal

Informal

None

What is the frequency of rewards in your organisation?

Monthly

Quarterly

Yearly

Occasionally

Other:

Which categories of staff are eligible for reward?

Management staff only

Senior staff

Permanent staff

Other:

How is an employee selected for reward?

Decision of top management

Do not know

Group vote

Decision from a single manager

None of the above