



T.C.

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GRADUATE EDUCATION INSTITUTE

DEPARTMENT OF BUSINESS (MANAGEMENT AND ORGANIZATION)

**THE IMPACT OF HUMAN RESOURCES DEPARTMENT ON ORGANIZATIONAL
OPERATIONAL PERFORMANCE: A CASE STUDY OF TELESOM COMPANY,
HARGEISA, SOMALILAND**

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TOKAT – 2025

SCIENTIFIC ETHICS PAGE

According to the thesis writing guide of Tokat Gaziosmanpaşa University, Graduate Education Institute, My Master's thesis named —the impact of human resource department on organizational operational performance in Hargeisa, Somaliland that I have prepared under the consultancy of Prof.Dr.Yücel EROL on the organizational performances and commitments in Telesom company Hargeisa province example — is based on scientific ethical values and rules.

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledge has been made in the text and reference list , I declare that it's an original work that complies with the rules, and that I will accept all kinds of legal sanctions if it's determined

Hodo Saed Salah

Date: 25 – april - 2025

JURY ACCEPTANCE AND APPROVAL

In partial fulfillment of the requirements for the Master's Thesis has been examined and approved by jury members as a Master's Thesis at Tokat Gaziosmanpaşa University, Graduate Education Institute, Department of Business (Management and Organization).

CONFIRMATION

...../...../.....

Director of Graduate Education Institute

DEDICATION

I wholeheartedly dedicate this research to my family and loved ones, who have been my constant source of strength and encouragement throughout my academic journey. Their unwavering support and motivation have inspired me to push forward with determination and complete my studies successfully. This achievement would not have been possible without their belief in me and the assistance they have provided every step of the way.



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ÖZET

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Bu çalışma, Hargeisa, Somali'deki Telesom Şirketi'nde İnsan Kaynakları Gelişimi (HRD) uygulamalarının organizasyonel operasyonel performans üzerindeki etkisini araştırmaktadır. İnsan Kaynakları Gelişimi uygulamaları, çalışan memnuniyeti, liderlik ve yönetim stilleri ve çalışan bağlılığı arasındaki ilişkileri inceleyerek, HR uygulamalarının organizasyonun genel etkinliğine nasıl katkıda bulunduğunu anlamayı amaçlamaktadır. Araştırmada betimsel bir araştırma tasarımı kullanılmış ve Telesom Şirketi'nin farklı departmanlarındaki çalışanlardan veri toplamak için kolaylıkla örnekleme yöntemi uygulanmıştır. Yapılandırılmış anketler kullanılarak yapılan veri analizi, bu ilişkilerin gücünü değerlendirmek için korelasyon ve hipotez testleriyle yapılmıştır. Bulgular, HRD uygulamaları ile organizasyonel performans, çalışan memnuniyeti, liderlik etkinliği ve çalışan bağlılığı arasında önemli bir pozitif korelasyon olduğunu göstermektedir. Sonuçlar, HRD'nin organizasyonel rekabet gücünü, çalışan bağlılığını ve çalışanların elde tutulma oranlarını artırmadaki kritik rolünü vurgulamaktadır. Araştırma, iyi uygulanmış HRD stratejilerinin organizasyonel verimliliği ve genel başarıyı artırmada doğrudan ve pozitif bir etkiye sahip olduğunu sonucuna varmıştır.

Anahtar Kelimeler: İnsan Kaynakları Gelişimi, Organizasyonel Performans, Çalışan Memnuniyeti, Liderlik, Çalışan Bağlılığı.

ABSTRACT

The impact of human resource department on organizational operational performance in Hargeisa, Somaliland: The example of Telesom Company Hargeisa province

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This study investigates the impact of Human Resource Development (HRD) practices on organizational operational performance at Telesom Company in Hargeisa, Somaliland. By examining the relationships between HRD practices, employee satisfaction, leadership and management styles, and employee retention, the research aims to provide a comprehensive understanding of how HR practices contribute to the overall effectiveness of the organization. A descriptive research design was used, with a convenience sampling method to gather data from employees across various departments within Telesom Company. The study employed structured questionnaires, which were analyzed using correlation and hypothesis testing to assess the strength of these relationships. The findings indicate a significant positive correlation between HRD practices and organizational performance, employee satisfaction, leadership effectiveness, and retention. The results further emphasize the critical role of HRD in enhancing organizational competitiveness, employee engagement, and retention rates. The research concludes that well-implemented HRD strategies have a direct and positive impact on improving operational efficiency and overall organizational success.

Keywords: Human Resource Development, Organizational Performance, Employee Satisfaction, Leadership, Employee Retention.

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LIST OF ABBREVIATIONS

HR: Human Resources

HRD: Human Resource Development

HRM: Human Resources Management

OOP: Organizational Operational Performance

SPSS: Statistical Program for Social Sciences

RBV: Resource-Based View

SHRM: Strategic Human Resource Management

TQM: Total Quality Management

R&D: Research and Development

LMS: Leadership and Management Style

EMPS: Employee Satisfaction

EMPR: Employee Retention

INTRODUCTION

Despite the fact that human resources (HR) are often regarded as the most valuable asset inside an organization, only a select few businesses are able to increase their profitability via their implementation. Within the realm of people and human resource management, the most important research topic that has evolved is the degree to which human resource management (HRM) has an impact on the performance of a company. Furthermore, the majority of academics are calling for further conceptual and empirical research to be conducted, despite the fact that preliminary findings indicate that some human resources strategies may improve organizational performance. Pfeffer (1998) and Wimbush (2005) are two examples.

When seen from a conceptual standpoint, the resource-based perspective of the firm establishes that Human resource practices have the potential to boost business performance and serve as sources of permanent competitive advantage due to their distinctive, causally ambiguous, and difficult-to-replicate qualities. The remarkable performance is the result of a unique amalgamation of corporate resources at the company. There is a growing amount of empirical research that demonstrates that not all human resource management strategies can deliver a sustainable competitive advantage. A number of essential human resource practices that seem to have a major influence on the performance of a business have been discovered via research. When it comes to the conceptual level, the vast majority of the study that is currently accessible has been carried out in North America about the operations of local companies. As a consequence of this, it is essential to do empirical study on the various impacts that human resource strategies have in a variety of settings (Cardon and Stevens, 2004).

The purpose of this study is to analyze an important research topic, which is as follows: how might strategies for managing human resources enhance the performance of corporations? We asked senior and technical managers to record their perspectives on human resource practices and the link between such practices and organizational performance in order to provide an answer to this question. It is hoped that this research will give several "Lessons to be learned" for managers working in a variety of internal human resource departments inside corporations. This part provides an analysis of the relevant literature about HR practices and the success of different organizations. After that, there will be a discussion of

the methodology that was used for the data collection. The last two parts provide an illustration of the data analysis, an explanation of the most important conclusions, and some suggestions for potential future study.



CHAPTER ONE: INTRODUCTION

1.1. Back ground of the study

Organizational performance is a vital factor in achieving success and sustainability in the contemporary competitive corporate landscape. It denotes the degree to which a business fulfills its aims and objectives, often assessed using financial measures such as profitability, revenue creation, and cost management (Dien, 2020; Bilan et al., 2020). Nonetheless, success transcends financial results, especially for non-profit companies that emphasize social impact, community welfare, and stakeholder participation rather than monetary profit. Organizations are progressively embracing comprehensive performance assessment frameworks that include non-financial aspects such as sustainability, employee well-being, and corporate social responsibility (Zaharee M, et al., 2018; Reilly, 2018a). Employee well-being is closely correlated with productivity and the achievement of corporate objectives (Krekel et al., 2019). The function of HRM is crucial in enhancing organizational performance by matching employee skills, motivation, and engagement with strategic goals.

HRD has become a crucial facilitator of organizational success, equipping entities with the skills and strategies necessary to enhance human capital. HRD is characterized as the process of augmenting both organizational and individual competencies via systematic learning experiences designed to enhance work performance and foster personal and professional advancement (Nadler, 1989). This theoretical paradigm regards HRD as an essential instrument for enhancing employee competences, enabling organizational transformation, and matching individual objectives with organizational requirements (Bekekile, 2014). Organizations that prioritize HRD activities, including staff training, leadership development, and performance management, often experience increased productivity, less employee turnover, and improved operational efficiency (Armstrong, 2020; Guest, 2017).

Globally, prominent firms like Google, Microsoft, and Apple credit their enduring market dominance to effective HRD strategies focused on personnel management, ongoing education, and leadership cultivation (Brewster et al., 2016). In Africa, enterprises like as Safaricom and MTN have similarly used HRD programs to propel commercial expansion and

Enhance worker competencies (Kanyoma et al., 2021). These success narratives highlight the strategic significance of HRD in impacting corporate performance across many situations.

Initial research indicated that human resources constitute the most significant asset inside a

company; nevertheless, only a limited number of organizations successfully use this potential to attain exceptional performance (Pfeffer, 1998; Wimbush, 2005). Research indicates that some HR strategies provide rapid, direct effects on performance, while others have an indirect influence over an extended period (Sherafat & Elahi, 2018). This highlights the need for firms to implement a holistic strategy to Human Resource Development that synchronizes immediate operational goals with overarching strategic aims.

Telesom Company, a prominent telecommunications enterprise in Somaliland, serves as an illustrative case study for examining the impact of HRD on organizational performance. Telesom, as a leader in the telecommunications industry, has continually evolved to address the changing demands of its clientele (Jama & Hassan, 2021). The escalating rivalry in the business demands a staff that is exceptionally competent, driven, and aligned with the company's strategic goal to maintain market leadership (Mohamoud, 2020). Effective human resource development strategies, including staff training, engagement, and the management of performance, are essential for attaining operational efficiency and sustaining service quality (Opatha, 2019).

In the contemporary global economy, Human Resource Development is acknowledged as a driver for organizational development and competitiveness. Nadler (1989) said that a highly educated and skilled staff is crucial for maintaining competitive advantage, especially in dynamic and complicated corporate situations. Furthermore, HRD functions as a significant catalyst for organizational change, facilitating organizations in augmenting their capabilities, improving employee performance, and attaining profitability (Bekekle et al., 2014). Organizations are increasingly acknowledging the significance of non-financial performance measures, prompting the evolution of HRD strategies to include wider corporate agendas, including sustainability, social responsibility, and stakeholder involvement (Reilly, 2018b).

This research investigates the impact of HRD practices on the operational performance of Telesom Company. This research seeks to examine the nature of the relationship between HRD activities and organizational results, offering practical insights into how HR policies might enhance sustained performance gains.

1.2. Statement of the problem

Despite the increasing acknowledgment of HRD as a crucial factor in enhancing organizational performance, several organizations, including those in Somaliland, encounter difficulties in executing effective HRD strategies (Mohamed & Warsame, 2018). Telesom Company has

attained notable achievements in the telecommunications business; yet, there is little information about its human resource department procedures. Inadequate HRD procedures may result in diminished employee engagement, decreased productivity, and elevated turnover rates, eventually impacting operational effectiveness (Storey, 2019).

Studies demonstrate that firms with deficient HRD frameworks often encounter inefficiencies, diminished morale, and subpar performance (Ulrich et al., 2017). Research on analogous businesses in East Africa indicates that enterprises with organized Human Resource Development programs often surpass those without such frameworks (Mbugua & Muthoni, 2020). Nonetheless, empirical research on the influence of HRD on organizational operational performance in Somaliland, especially within the telecommunications sector, is scarce. This research aims to address this gap by analyzing the impact of HRD practices on key performance metrics at Telesom Company.

1.3. Research Objectives

The primary objective of this study is to assess the impact of the Human Resource Department on organizational operational performance at Telesom Company. Specifically, the study aims to:

1. Examine the relationship between HRD practices and organizational operational performance.
2. Investigate the relationship between HRD practices and employee satisfaction at Telesom Company.
3. Assess the impact of leadership and management styles on organizational operational performance.

4. Analyze how HRD practices vary across different education levels.
5. Evaluate the distribution of employee satisfaction across gender categories.

1.4. Research Questions

1. What is the relationship between HRD practices and organizational operational performance?
2. How do HRD practices influence employee satisfaction at Telesom Company?
3. What impact does leadership and management style have on organizational operational performance?
4. How do HRD practices vary across different education levels?
5. Is the distribution of employee satisfaction the same across gender categories?

1.5. Research Hypotheses

1. There is a significant positive relationship between HRD practices and organizational operational performance at Telesom Company.
2. There is no significant relationship between HRD practices and employee satisfaction at Telesom Company.
3. LMS has a significant positive impact on OOP at Telesom Company.
4. HRD practices vary significantly across different education levels.
5. The distribution of EMPS is the same across gender categories.

1.6. Significance of the Study

This study holds significance for various stakeholders, including organizational leaders, HR professionals, policymakers, and academics. By understanding the correlation between HRD and operational performance, the company can refine its talent management strategies to enhance productivity and service delivery (Kirkpatrick & Kirkpatrick, 2019).

For HR professionals, the study offers valuable knowledge on best practices in human resource development, emphasizing the importance of training, leadership development, and employee

engagement (Boxall & Purcell, 2016). Policymakers can also benefit from the research by formulating policies that promote HRD in Somaliland's corporate sector, ultimately driving economic growth and job creation (Barney, 2020). This study will equally serve as a foundation for further research that investigates human resource development dynamics in a variety of businesses and cultural settings (Wright & McMahan, 2018).

1.7. Scope of the Study

This study focuses on Telesom Company, a leading telecommunications firm in Hargeisa, Somaliland. It examines various HRD practices within the organization, including employee training, leadership development, and performance management, and how these practices impact operational performance. The research covers perspectives from employees, HR managers, and organizational leaders to provide a holistic understanding of HRD's role in business success (Jackson et al., 2014).

The study is limited to Telesom Company and does not extend to other telecommunications firms or industries. However, valuable insights will be offered by this study which will be applicable to similar organizations operating in Somaliland and the East African region (Dessler, 2019).

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Conceptual Framework

For the purpose of this investigation, the conceptual framework offers a systematic representation of the important factors that were investigated. There are a number of elements that might have an effect on the link between HRD and OOP. Some of these characteristics include employee happiness, leadership and management style, and employee retention. The purpose of this framework is to investigate the ways in which HRD activities contribute to the enhancement of organizational performance.

2.1.1. Organizational Operational Performance

In the telecommunications industry, operational performance is crucial as it directly impacts service delivery, market competitiveness, and overall profitability (Bititci et al., 2012). Companies that strategically enhance their operational performance through effective human resource practices are more likely to experience sustainable growth and improve customer loyalty (Prajogo & McDermott, 2011). In the case of Telesom Company, a robust HRD strategy is vital to improving operational performance, as it can enhance employee capabilities and align their efforts with the organization's goals.

The corpus of research that is now available indicates that management has a considerable degree of effect on the performance of a business. Managers are tasked with the job of maximizing the performance of their businesses. This may be accomplished by minimizing the amount of errors that take place in the workplace and ensuring that there are protocols in place to lessen the effect of those errors (Guchait et al., 2018). HRM is an essential component in the management of organizational performance. As stated by Van Waeyenberg et al. in 2020, the efficiency of performance management methods is directly proportional to the efficacy of human resource management systems. HR management is also a thing.

Sherafat and Elahi (2018) state that they have been entrusted with the responsibility of reviewing the performance of the organization, finding gaps, and devising plans to rectify such shortcomings.

The performance of an organization is also significantly influenced by the culture that exists inside that company. A learning culture is fostered by human resource management, according to research (Alshammari, 2020). This results in an improvement in the performance of the firm.

It is possible for human resource managers to build a culture that places a high emphasis on organizational learning and knowledge management. This culture also helps workers gain the essential information and improves their capacity to accept new standards. Furthermore, empowering employees through decentralized HR practices allows them to make decisions, which improves performance by reducing delays in decision-making (Anwar & Abdullah, 2021). In organizations where decision-making is centralized, employees often face delays in executing tasks, which negatively affects overall performance.

Additionally, a positive organizational culture can significantly boost employee morale, commitment, and overall productivity (Berberoglu, 2018). HR management plays a crucial role in fostering a healthy organizational culture that motivates employees to excel in their roles (Anwar & Abdullah, 2021).

Organizational performance can be challenging to measure due to its multifaceted nature, encompassing various standards such as sustainability, profitability, stakeholder satisfaction, and responsiveness to environmental changes. However, it is commonly assessed using financial metrics, although these are often conceptualized theoretically rather than practically (Anwar, 2017). Financial performance indicators, such as efficiency and profitability, are vital determinants of organizational success (Mousa & Othman, 2020). Efficiency in HR practices, for example, can directly affect employee actions and overall organizational performance. Research by Gerhart and Noe (2015) supports this notion, indicating that effective HRM practices improve organizational efficiency and employee performance.

In particular, HRM practices such as employee engagement, turnover reduction, and service quality have a direct impact on organizational success. Cooke et al. (2020) note that poor HR practices, such as high employee turnover, inefficiency, and low engagement, can result in diminished organizational performance. Studies by Abdullah et al. (2017) have shown that HRM practices that foster employee commitment and engagement are correlated with lower turnover rates and higher organizational performance. Similarly, research by Amrutha and Geetha (2020)

suggests that HRM practices contribute to increased employee retention and commitment to the organization.

Furthermore, studies by Ichnowski and Huselid (1997) and Fox and Delery (1999) have established a positive correlation between HRM practices and organizational productivity. Excellent customer service and higher profitability have been linked to effective HRM practices (Andrews & Delery, 1996). More recently, research by Singh et al. (2020) found that strong HRM practices contributed to sustainability, profitability, and customer service excellence, which are key drivers of organizational success.

As global economic pressures increase, organizations must focus on enhancing productivity and customer satisfaction (Troth & Guest, 2020). Managers can boost both productivity and employee welfare through effective HR practices, which are essential for organizational stability (Hanić & Jevtić, 2020). In this competitive environment, HRM is integral to improving operational performance and ensuring long-term success.

2.1.2. Human Resource Department (HRD)

The Human Resource Development department is tasked with managing critical employee-related functions, including recruitment, training, development, and performance management (Storey, 2007). This department is important to the firm's success. Werner and DeSimone, 2011 observed that HRD is crucial in creating a work environment that promotes employee engagement, satisfaction, and productivity. Swanson and Holton (2009) assert that an effectively functioning human resource development system ensures that employees possess the requisite knowledge and skills to successfully advance the organization's goals.

Bratton and Gold (2017) assert that HRD serves as a strategic partner in modern companies, aiding firms in adjusting to changing business landscapes via the promotion of continuous learning and talent development. HRD has been defined in several ways. Hatcher (1999) asserts that HRD significantly enhances the long-term sustainability of businesses and may favorably influence individuals, communities, society, and the environment. This may be undertaken for the benefit of a person, a collective, an organization, a community, a nation, or humanity at large. McKenna (2000) recognizes that on-the-job skill enhancement, particularly interpersonal skills, significantly impacts employee morale, thereby fostering organizational commitment. Conversely, Sampson (2005) emphasizes that the principal objective of HRD is to effect behavioral change through training and incentives.

HRD encompasses several developmental activities, including formal and informal training, career advancement, performance management, organizational growth, coaching, and mentoring. The primary focus of HRD is the cultivation of an enhanced workforce that enables both the organization and its employees to achieve work goals, particularly in delivering customer service. Sampson (2005) asserts that the main aim of HRD is to modify behavior via training and other incentives. Similarly, McKenna (2000) posits that enhancing workers' interpersonal skills via on-the-job training positively influences morale, therefore fostering greater dedication to the organization.

The efficacy of human resource management is closely correlated with the HR techniques used. Research conducted in the Middle East and North America indicates that HR management techniques and employee commitment are essential factors for company performance, regardless of the firm's location (El-Kassar & Singh, 2019). The study concluded that the types of HR practices employed influence the expected success of the firm. Consequently, it is essential to examine the influence of HR practices on organizational performance. Training, recruitment, and incentive programs exemplify HR activities that directly influence a firm's performance.

The organization's future performance potential is enhanced by recruiting methods, which are essential for identifying talented individuals (Reilly, 2018b). Wright and Constantin (2021) assert that recruiting approaches focused on talent identification enhance a company's ability to meet consumer expectations, hence improving market performance. Properly integrating employees into HR practices requires careful evaluation of their perceptions of the role of HR management in the firm's operations.

Learning and development is a significant HR function that greatly influences performance. Training equips employees with the necessary abilities to operate effectively and adapt to market fluctuations and consumer preferences (Prasanna et al., 2019). Training also guarantees that personnel are prepared to adjust to changing conditions. In contrast to organizations that disregard such measures, those that invest in training and provide incentives to attract young talent often exhibit superior performance and enhanced employee retention (Zaharee T, et al., 2018). This is in contrast to firms that do not participate in such initiatives. The management of human resources directly influences a business's performance by addressing all training needs.

Incentives are a crucial element that enhances organizational effectiveness. This is essential for enhancing employee satisfaction, productivity, and overall performance (Kang & Lee, 2021).

Human Resource managers use rewards and incentives to motivate employees, which is crucial for improving overall performance. Research by Dziuba et al. (2020) indicates that motivated workers tend to report higher levels of job satisfaction and productivity compared to their unmotivated counterparts. Consequently, human resource strategies are crucial in assessing employee motivation and organizational outcomes.

2.1.3. Factors Affecting Organizational Operational Performance

Several factors influence organizational operational performance, including human resource development, employee satisfaction, leadership and management style, and employee retention. These factors determine how effectively an organization can achieve its strategic objectives.

Human Resource Development (HRD)

Garavan (2007) asserts that HRD is an important component in the process of enhancing operational performance for an organization. The provision of workers with the knowledge, capabilities, and skills that are essential to the achievement of the business's goals is the means by which this purpose is realized. Training programs, opportunities for career advancement, and performance monitoring systems are examples of practices that are successful in HRD. These practices contribute to the success of the organization.

According to McGuire and Garavan (2011), this was a significant contributor to the overall efficiency of the business as well as the enhanced productivity of its employees. A study that was carried out by Albrecht and colleagues (2015) found that there is a connection between businesses that invest in HRD and higher employee engagement, lower turnover rates, and enhanced operational performance. These conclusions were based on the findings of the research that was performed. Using This applies to both the supply of services and the efficiency of operations. As a result of the fact that these procedures have an immediate influence on the entire performance of a company, HRD is an essential component of the achievement of success in a corporation.

HRM is an important organizational function that focuses on the management of humans who are employed by a firm. HRM, often known as HRM, is comprised of a wide range of strategies and approaches that are designed to maximize the performance of workers and ensure that human capital is used in an effective way. Because of the increased competition that businesses are up against, as well as the rapidly shifting environmental circumstances of the market and technological advancements, the role of HRM has shifted from traditional administrative responsibilities to a more strategic partnership in the pursuit of corporate goals. This shift has occurred as a result of the fact that HRM is now responsible for a more strategic partnership.

Human resource management, sometimes known as HRM, is an all-encompassing field that plays an important part in the context of managing the personnel of a business. Building a workforce that is productive, engaged, and compliant, as well as one that is aligned with the aims of the company, is the objective of human resource management, often known as HRM. The combination of strategic, functional, behavioral, legal, developmental, and cultural perspectives are the means by which this objective is realized. Both of these definitions of HRM emphasize the relevance of HRM in terms of achieving both the success of the firm and the satisfaction of its employees.

The fundamental aim of human resource management is to guarantee that the workforce is in accordance with the strategic goals of the organization. In order to do this, it is vital to not only recruit and choose the suitable individuals, but also to invest in the development of workers and to make certain that they continue to be engaged and pleased for the whole of their professional lives. In accordance with Dessler (2019), HRM is defined as the policies, procedures, and systems that have an impact on the behavior, attitudes, and performance of workers. The role of HRM in determining the culture of an organization and staff interactions is emphasized by this definition.

According to the findings of research carried out by Peccei and Van De Voorde (2019), HR practices have a significant influence on the health and happiness of workers, which in turn has an effect on the employees' ability to do their jobs effectively. It is generally accepted that when human resource strategies are implemented well, people report feeling more content with their jobs and the companies for which they work. In accordance with the findings of Marescaux et al. (2018), this contentment is often the result of human resource strategies that define job duties and responsibilities, which in turn reduces employee burnout and fatigue. As a result of this point, HR

The majority of the things that contribute to a joyful working environment for employees are the efforts that management makes to establish such an atmosphere. A study that was conducted in the year 2020 by Zhou and colleagues found that there is a significant connection between the well-being of employees and their levels of productivity and performance. There is a considerable correlation between poor well-being and high levels of conflict and violence in the workplace, as well as low levels of productivity and underperformance.

According to Skurak et al. (2018), the objective of businesses is to improve their overall performance by ensuring the physical and psychological well-being of their employees. This is due to the fact that businesses are placing a greater emphasis on monitoring the health and

happiness of their staff members. According to Rasool et al. (2021), managers of human resources have the power to cultivate a positive corporate culture that contributes to the prevention of hazardous work environments. The involvement of workers, their well-being, and their potential for production are all negatively impacted by these environments. Additionally, human resource practitioners have the potential to increase employee well-being by ensuring that workers have access to the learning opportunities and resources that are necessary for career growth (Huo & Boxall, 2020). This is a way that human resource practitioners may improve employee success. When workers are provided with access to such resources, they are more likely to report feeling better about themselves, and as a result, they are more likely to perform well in their professions. The method in which an employee's management interacts with them has an influence on the person's well-being, which in turn has an effect on the level of performance that the employee demonstrates.

Employee Satisfaction

There is a degree of happiness that workers experience about their occupations, the environment in which they work, and the general culture of the firm (Hoppock, 1935). This level of contentment is referred to as employee satisfaction, which is also known as job satisfaction. According to research conducted by Judge et al. in 2001, when workers are content with their jobs, they are more likely to be productive, devoted, and involved in their work.

The term "job satisfaction" refers to the sentiments that a person has about their employment, whether they be positive or negative. It is a reaction that is either emotional or effective to many parts of one's profession, and it is a representation of the overall attitude and impression that a person has toward their work. According to Baridam and Nwibere (2008), job satisfaction is described as the degree to which a person feels favorably or badly about the many aspects of their employment, such as the tasks they do, the environment in which they work, the connections they have with their coworkers, and the job itself. According to Puskpakumari (2008), those who are feeling high levels of job satisfaction tend to have a good attitude about their work, whilst those who are feeling less happy tend to have negative views. According to Luthans (1985), who cites Locke (1976), job satisfaction is defined as a happy or positive emotional state that manifests itself as a consequence of an individual's judgment of their experiences while working.

Employees' judgments of how effectively their occupations meet what they regard to be important are a significant factor in determining their level of work satisfaction. In addition,

Saiyaden (1993) believes that job satisfaction is a reflection of the degree to which a person's requirements are satisfied in regard to the work that they do and the activities that they do. An employee's level of job satisfaction is a complex combination of cognitive, emotional, and attitude reactions, according to Organ and Hammer (1991). They emphasize that job satisfaction is a reflection of the degree to which an employee appreciates their work and the obligations that come with their employment.

When it comes to the elements that determine work satisfaction, there are two primary groups: intrinsic and extrinsic factor categories. There is a connection between intrinsic factors and the desire to accomplish things that are fundamentally satisfying. Some examples of intrinsic elements are recognition, work duties, and an individual's sense of duty. The external advantages that a business offers to its personnel are referred to as extrinsic factors. Some examples of things that fall under this category are compensation, working conditions, and corporate rules. Almost every aspect of one's profession may have an effect on one's level of contentment with their work. Pay, the nature of the job itself, prospects for advancement, supervision, relationships with coworkers, and working conditions are all aspects that play a significant role in determining employment (Luthans, 1985). Work on the current job, present income, prospects for advancement, supervision, and connections with co-workers are the five essential characteristics of job satisfaction that are identified by the Job Descriptive Index (JDI), which was established by Patricia Smith and her colleagues in 1969. From the perspective of Ironson, Smith, Brannick, Gibson, and Paul (1989), these elements contribute to the diagnosis of the essential components of work satisfaction.

According to Locke (1976), characteristics that have a substantial impact on employee satisfaction include possibilities for professional progression, fair remuneration, and a balance. According to research conducted by Robbins and Judge (2018), businesses that have a high level of employee satisfaction have lower rates of absenteeism and greater rates of employee retention, both of which subsequently have a beneficial impact on the operational success of the business.

Leadership and Management Style

The leadership and management styles of an organization have a significant impact on the operational success of the business. This is because these styles shape the culture of the workplace, the motivation of employees, and the decision-making processes (Bass, 1990). This kind of leadership places an emphasis on inspiring and motivating personnel.

Yukl (2013) discovered that the efficacy of leadership has an influence on the productivity of employees, innovation, and the overall performance of businesses. To a similar extent, Kotter

(1996) stressed the significance of good leadership in the process of creating positive organizational transformation and accomplishing corporate goals. When it comes to the influence that leadership and management styles have on the success of a business, the strategy that human resource managers take may have a significant impact. For example, according to Aziz et al. (2019), when management makes Total Quality Management (TQM) a primary strategy, it often results in improved performance.

Managers of human resources have the ability to adopt a variety of management styles, and each style has the potential to affect organizational performance in a unique capacity. It is generally true that leadership styles that allow people to exercise their independence and freedom are more successful than those that limit the employees' ability to make their own decisions. Among these several kinds of leadership, transformational leadership is widely regarded as the most successful. According to the findings of Para- González et al. (2018), transformational leadership fosters an environment inside a company that is conducive to learning and creativity. With this style of leadership, success is achieved via the promotion of the efficient integration of technology and knowledge management techniques are being discussed. In light of this, human resource managers that embrace transformational leadership are more likely to support improved organizational performance.

The research that is now available emphasizes that leadership styles have an effect on the performance of organizations by molding the culture that exists inside such organizations. According to Tan (2019), effective leaders encourage mutually held ideas and values, which in turn motivate people to work toward the organization's objectives. As a result of their ability to encourage workers to continue being productive and focused on accomplishing their goals, leaders that possess influential leadership styles are chosen in the field of human resource management (Al Khajeh, 2018).

On the other hand, some leadership styles might be detrimental to the functioning of a business. There is a correlation between leadership styles that restrict the flexibility of people and eliminate possibilities for creativity and lower levels of performance. According to Anwar et al.'s research from 2020, there is a favorable correlation between leadership styles that create opportunities, cultivate talents, and improve motivation and the success of a company. The leadership styles that are desired empower people, which ultimately results in increased levels of performance and the success of the firm.

Employee Retention

According to Hom et al. (2017), employee retention has been defined as the capacity of a

business to sustain its staff over an extended period of time by reducing employee turnover rates and maintaining a consistent team. Based on the findings of Govaerts et al. (2011), there is a strong correlation between high retention rates and higher organizational performance. This is because experienced personnel contribute to increased efficiency and the retention of institutional knowledge.

According to Ahmad, Khan, and Haque's research from 2020, firms are currently facing a significant challenge in terms of attracting and maintaining desirable people. According to Fahim (2018), it is vital for companies to attract unique human capital in order to maintain their competitive advantage and achieve success. This is because globalization, technical improvements, the increase of knowledge work, and growing rivalry are all factors that contribute to this need. According to Zainee and Puteh's research from 2020, skilled workers are valuable resources that are necessary for the continued existence and success of the organization. On the other hand, Amarakoon and Colley (2022) contend that one of the most significant issues that businesses are confronted with in the modern day is the recruitment and retention of competent individuals. In addition, Milman and Dickson (2014) emphasize that human capital must to be seen as a sustainable competitive advantage. As a result, executives in the business ought to assign a high level of importance to the retention of talented people. Consequently, human elements are very important in order to accomplish the objectives of a business (Gberevbie, 2010).

According to Tyagi (2021), employee retention is defined as the capacity of a company to keep competent individuals from leaving the employ of the firm. Employee retention is defined by Islam et al. (2022) as an effort made voluntarily by a company to establish an atmosphere that supports long-term employee involvement; this effort is made by the organization. According to Fahim (2018), retention is considered to be the reverse of turnover since it refers to the choice to remain employed by the business rather than to make the option to quit. According to Aman-Ullah, Aziz, Ibrahim, Mehmood, and Abbas (2021), the manner in which businesses handle employee attraction, recruitment, and motivation has a direct impact on whether or not workers remain with the firm. According to Buers, Karpinska, and Schippers (2018), in order to optimize the effectiveness of retention efforts, managers need to evaluate a variety of criteria and make choices that are targeted at creating the most possible advantages for the business. According to Islam et al. (2022), it is essential to implement appropriate human resource policies in order to encourage workers to remain with the company. These practices include giving enough training, offering pay that is equitable, enabling employees and ensuring that the workplace is safe and

secure.

In their article, Rombaut and Guerry (2020) assert that the primary objective of employee. This idea is further emphasized by Milman and Dickson (2014), who argue that retaining employees enables businesses to concentrate their resources on activities that enhance performance and development. It is important to note that Kundu and Lata (2017) emphasize that the retention of employees is a vital measure of the strength of a business. The failure of an organization to retain competent personnel has a negative impact on the company's competitiveness. Zainee and Puteh (2020) highlight the fact that retention helps firms maintain a competitive advantage while avoiding the direct costs associated with the loss of tacit knowledge and skilled individuals. For this reason, firms need to devise strategies that cater to the economic, motivational, environmental, and health requirements of their workers in order to motivate them to remain with the company.

According to Fahim (2018), employee retention is comprised of a variety of policies and practices that are used with the intention of encouraging workers to stay with the firm for an extended length of time. Organizations are confronted with the issue of managing and keeping core personnel who hold important tacit knowledge as a result of the emergence of the knowledge-based economy (Mukherjee, Chandra, & Singh, 2020). When it comes to businesses that want to be the employer of choice, Ahmad et al. (2020) highlight the significance of recruiting and maintaining competent personnel as a major problem that must be addressed. Moreover, Zainee and Puteh (2020) contend that a great number of firms have difficulty retaining competent individuals and have difficulties in determining the most effective techniques for developing the abilities of their respective employees. Furthermore, Kundu and Lata (2017) underline the fact that the retention of employees continues to be one of the most critical difficulties that enterprises all over the world contend with.

Several elements, including job satisfaction, career progression opportunities, and a favorable work environment, have been identified as significant drivers to employee retention, according to research conducted by Allen et al. (2010). According to Hausknecht et al. (2009), businesses that use retention tactics, such as career development programs and employee recognition efforts, have a tendency to enjoy improved operational performance.

2.2 Theoretical Review

The theoretical foundation of this study is built upon several human resource and organizational performance theories.

2.2.1 Resource-Based View (RBV) Theory

The RBV, which was first presented by Penrose (2009), is a model that demonstrates how to successfully manage a company's resources, as well as its diversification strategy and productive potential. The purpose of this work was to get an understanding of how these resources may be used to accomplish corporate objectives and strategic conduct (Penrose, 2009). This theory developed during the course of the 1980s, with the Theory of the Growth of the Firm serving as its predecessor from the beginning. The study conducted by Jay Barney in the 1990s was crucial in the development of RBT into a paradigm that is widely accepted in the field of strategic management and planning.

The RBV framework offers a framework that may explain and forecast the performance of a company as well as its competitive advantage. On the other hand, in contrast to the macro-level industrial structure viewpoints that were shown before, this one provides a meso-level perspective that focuses on the internal organizational resources. According to Kozlenkova, Samaha, and Palmatier (2014), RBV places an emphasis on an internally-driven strategy by focusing on resources held inside the organization. This is in contrast to the traditional method, which relies on external elements to decide whether or not activities carried out by the organization are successful.

The term "resources" is used in the RBT framework to refer to the assets, business processes, capabilities, knowledge, information, and other qualities that are within the control of a company and are used by the company in order to execute (Barney, 1991). These resources might be internal, such as capacities for research and development, logistics, and brand management, or they can be external, such as the roles that suppliers play, client demand, and technological advancements (Kozlenkova, Samaha, and Palmatier, 2014; Lewis et al., 2010; Li & Calantone, 1998).

Physical capital, human capital, and organizational capital are the three broad categories that are commonly used to classify the resources that are available to businesses. The company's equipment, plant, access to raw materials, geographical position, and the technology that it employs are all examples of different types of physical capital. In addition to the skills, intellect, experience, judgment, and connections that employees possess, human capital also includes the relationships that employees have with their supervisors. The formal structure and processes of

the corporation, such as those for planning, management, and coordination, as well as the informal interactions that exist between the various divisions and the external business environment are all considered to be part of the organization's organizational capital (Barney, 1991). According to the RBV hypothesis, which was introduced by Barney (1991), it is possible for businesses to acquire a competitive advantage by employing these one-of-a-kind internal resources. Human resource development (HRD) plays an essential part in the process of building and deploying human capital in order to improve performance.

2.2.2 Human Capital Theory

Becker's (1964) HCT claims that investment in employee training and development leads to greater productivity and organizational performance. This theory was presented by Becker. Companies that make investments in HRD get the benefits of a staff that is informed and talented, which in turn improves operational performance. The key proposition of the HCT is that human capital is the value that people provide to an organization in addition to the value that they bring to the business. The RBV, which was first stated by Barney (1991), is aligned with the premise that human capital is today recognized to be an essential asset for every firm.

According to the human capital theory, the competitive advantage of a company is directly proportional to the amount of human capital that the company has, including factors such as its worth, rarity, inimitability, and non-substitutability. The greater the degree to which human capital meets these characteristics, the more important it is thought to be to the success of a company. Human capital is a concept that has been proposed by academics such as Coff (1997). This concept refers to the talents, knowledge, and capabilities of workers, which have the potential to create economic rent, which is defined as earnings that surpass ordinary economic returns.

Human capital advantage and human process advantage are two separate types of advantages, according to Armstrong (2006). The latter is the result of procedures inside a company that are very dynamic and cannot be replicated. Advantages in human capital and advantages in human processes are ultimately what determine whether or not a company has a competitive advantage at the corporate level. Because individuals and organizations are the two most important aspects of human capital. According to Fatoki (2011), businesses that have greater levels of relevant human capital, which includes knowledge, skills, and talents, have a tendency to demonstrate better performance than those that have lower levels of such capital.

2.2.3 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959) is a well-established motivational theory in the field of business management. This theory categorizes the elements that influence work satisfaction into two distinct categories: hygiene and motivation. Achievement and responsibility are two examples of motivational variables that are built with the intention of inspiring and engaging individuals. Hygiene variables, which include remuneration and working circumstances, are necessary for sustaining contentment; nevertheless, they do not always result in increased motivation.

When it comes to improving employee happiness and performance, effective human resource development techniques need to take into account both sets of characteristics. According to Herzberg's thesis, some aspects of a job directly contribute to an individual's level of work satisfaction, whereas other aspects do not influence job satisfaction. There are a number of things that are thought to be motivational, including the intrinsic aspects of the working environment that increase individual fulfillment. On the other hand, discontent is caused by the lack of hygiene elements, which include things like business rules, working environment, supervision, remuneration, and interpersonal interactions. The existence of cleanliness variables does not encourage workers, but it does guarantee that they are not unsatisfied. This is in contrast to the lack of hygiene factors, which leads to unhappiness. Therefore, in order to maintain a happy atmosphere at work, managers need to concentrate on eliminating the factors that cause employees to feel dissatisfied.

2.3 Empirical Review

In recent years, a great number of research have been carried out in order to study the connection that exists between human resource practices and the performance of organizations. According to Gerhart, Wright, McMahan, and Snell (2000), the findings provide general support for the concept that HRM practices improve company performance by enhancing employee skills and capabilities, fostering positive attitudes, increasing motivation, and expanding employee responsibilities, which enables employees to fully utilize their capabilities. A research conducted by Sparrow, Brewster, and Harris (2004) used data from 359 companies that were included in the database maintained by the CMIE in order to investigate the association between six human resource management strategies and firm-level performance in India. There were 82 companies who reacted favorably to the poll out of these.

Chahal and Kumari (2013) discovered that HRD practices greatly increase the level of employee

engagement as well as the productivity seen within a business. In a similar vein, Khan et al. (2020) came to the conclusion that the efficacy of leadership and investments in human resource development have a direct impact on the success of the organization. Two human resource practices, namely training and remuneration, were shown to have a substantial association with perceived organizational and market performance, according to the conclusions of their research, which was conducted using regression and correlation analysis. Using data from companies in the Greek manufacturing sector, Katou (2009) conducted an investigation into the ways in which HRD influences organizational performance. The research was conducted using SEM. According to his findings, HRD has a beneficial influence on the performance of an organization. This impact is mediated by skills, attitudes, and behaviors, and it is controlled by the context of the organization and other factors.

Adeyeye (2009) conducted research to investigate the impact that Human Capital Development methods have on the efficiency of organizations with regard to Nigerian banks. On the other hand, the limitations of the research include the fact that it only looked at four particular Human Capital Development methods. Furthermore, the author mentioned that the findings should be regarded with care since it was not possible to make any conclusions about the causal relationship between the variables.

Khan (2010) explored the effects of human resource management approaches on organizational performance in Pakistan's oil and gas industry. He did this by conducting a survey with 150 managers from 20 firms that were selected at random. The results of the survey were analyzed. The five practices of human resource management that were explored in this research were training and development, recruitment and selection, remuneration and reward, performance assessment, and employee relations. Other practices that were investigated were performance appraisal. Additionally, the research studied the impact of these practices on a number of subjective measures of performance, such as product quality, productivity, efficiency, and overall performance in relation to the averages of the industry. According to the findings of the regression analysis, there was discovered to be a link between these practices and the performance of the organization that was not only favorable but also statistically significant.

The authors Gurbuz and Mert (2011) carried out study in Turkey with the purpose of determining the impact that SHRM has on the overall performance of enterprises. Their empirical study revealed that both SHRM and selection and development procedures have direct and beneficial influence on financial and market performance, in addition to operational performance. These conclusions were based on the findings of the research. Only the methods of

selection and development, on the other hand, had a positive influence on employee turnover. An investigation was carried out by Dimba and K'Óbonyo (2009) with the purpose of examining the significance of the influence that human resource management techniques have on the performance of a business. The key goal of their investigation was to ascertain if the influence is direct or whether it is mediated by the actions of the employees. All of the SHRM practices, with the exception of recruiting and selection, were shown to have a favorable and substantial correlation with performance, according to the findings of the study. As an additional finding, the research revealed that motivation played a role as a mediator in the connection between SHRM practices and organizational performance. Kenya was the location where the study was carried out, and fifty international manufacturing businesses participated in it.

Businesses in the telecommunications sector that put a larger importance on human resource development (HRD) have a tendency to have higher levels of service quality and customer satisfaction, as shown by the results of a research that was carried out by Amadi (2014). In addition, Otoo et al. (2019) found that the performance of firms is significantly influenced by the staff retention rate as well as the level of satisfaction experienced by such workers. As stated by Nilsson and Ellstrom (2012), the implementation of human resources development strategies leads to an enhancement in the overall performance of employees, which in turn contributes to the overall success of the organization. Collins & Clark's (2003) research Within the framework of achieving organizational goals, human resource development (HRD) contributes to the development of new competencies, skills, and attitudes that influence employee performance. Tan and Nasurdin (2011) think that human resource development strategies, such as training and development, help to the improvement of organizational performance in a number of different ways. One of these ways is by ensuring that workers are equipped with the appropriate knowledge, skills, and capabilities.

Otoo and Mishra (2018) conducted research to determine the effect that human resource development strategies have on the effectiveness of companies by focusing on the capabilities of workers. The researchers arrived at the conclusion that HRD practices have an effect on the abilities of employees, which in turn leads to a rise in the efficiency of the organization. Similarly, Shoo (2016) found that human resource development interventions have a positive influence on the efficiency of companies by fostering the growth of staff competencies. This was shown to be the case. Three researchers, Alagaraja, Cumberland, and Choi (2015), carried out an analysis into the effects that human resource development (HRD) contributions have on the performance of organizations. They came to the realization that in order to significantly boost

performance, both strategic value and transaction effectiveness are essential. According to Alagaraja (2014), both human resource development and human resource management make major contributions to the design and implementation of theories that increase the delivery of human resources services and the performance of organizations. These theories are intended to improve the effectiveness of organizations. To put it in a way that is comparable, In his article from 2013, Alagaraja claimed that the importance of human resource development lies in its ability to engage stakeholders and to respond to initiatives in order to bring about organizational change. According to Nilsson and Ellstrom (2012), human resource development (HRD) activities inside an organization have a key role in their capacity to increase the skills of workers, which ultimately contributes to the performance of the institution.

The purpose of the essay titled "Human Resource Outsourcing: Analysis Based on Literature Survey" that was authored by Manisha and her colleagues in 2011 was to investigate the practice of HR outsourcing and to offer an explanation of the processes that are involved. The building of a business case for outsourcing, the selection of a vendor, and the ensuring of performance accountability were all steps that were covered in these phases. An investigation of the ways in which human resource management (HRM) has been seen as a crucial component for the success of Japanese companies in worldwide markets, particularly during the 1980s, was carried out by Markus Pudelko and colleagues (2009). They stated that managers in Western firms may potentially learn from the human resource management approaches of Japanese organizations. A research that was carried out in 2005 by Timothy and his colleagues highlighted the growing relevance of Strategic global SGHRM in view of the escalating competition that is occurring all over the globe during that time. It was underlined by the writers that in order for organizations to be successful in the global market, they need to maintain outstanding standards for managing human resources.

These empirical findings shed light on the major role that human resource development plays in influencing the success of companies with regard to their overall performance. The purpose of this study is to make a contribution to the existing body of knowledge by exploring the unique connection that exists between human resource development (HRD) and the organizational operational performance of Telesom Company.

CHAPTER THREE

3. RESEARCH METHODOLOGY

In this part of the thesis, a full description of the methodologies and procedures that were used to gather and analyze data is provided. It provides an overview of the study concept, design, questionnaire design, population, sample size, sampling procedure, the selection of measures, and the scales that were used for data collection. In conclusion, the chapter discusses the methods of data analysis that were used in the research project.

3.1. Sample Size and Method of Sampling Technique

In order to accurately reflect the whole population, a sample is a subset of the population. When there is a big population, it may become difficult or even impossible to contact with each and every participant in a research project. As a consequence of this, researchers choose a representative sample of respondents in order to arrive at results that are dependable and scientific (Sekaran, 2000). The selection method has to be given serious thought in order to guarantee that the outcomes of the research are considerably influenced by the individuals who participated in the investigation. The scientific rigor of the inquiry may be diminished if the sample is selected in a random manner; hence, researchers need to exercise caution while choosing participants (Sekaran, 2000). To reduce the likelihood of the results being inaccurate, a bigger sample size is beneficial.

In this particular investigation, the sample was collected via the use of the convenience sampling approach. The workers of Telesom Company in Hargeisa, Somaliland, were the focus of this particular research project, and this method was chosen because of its applicability and relevance to the community that was being investigated.

3.2. Research Design

3.2.1. Type of Investigation

This research is descriptive in nature, and its primary objective is to characterize the connection that exists between the variables that are dependent and those that are independent. Typically, descriptive analysis is a component of descriptive studies (Sage, 2017). This study makes use of correlation analysis and hypothesis testing in order to investigate the link between the dependent

variable, which is the operational performance of the business, and the independent variables, which are the efficiency of the Human Resources department and the level of employee engagement. The use of correlation analysis as a tool assists in determining to determine whether or not there is a connection between the independent variables (HR department practices and employment satisfaction) and the dependent variable (operational performance).

3.2.2. Study setting

The present investigation was carried out in an environment that was both natural and unplanned. Neither the individuals nor the variables were being controlled or manipulated in any way. For the purpose of ensuring a realistic observation of the organizational environment at Telesom Company in Hargeisa, Somaliland, the researcher's engagement in the study was kept to a minimum.

3.2.3. Unit of Analysis

For the purposes of this study, the workers of Telesom Company in Hargeisa, Somaliland, serve as the unit of analysis. Employees from a variety of areas within the organization who are directly influenced by HR practices and operational performance are included in this category.

3.2.4. Time Horizon

The study employed a cross-sectional design. Data collection period for this study spanned from the month of April 2024 to November 2024.

3.3. Data Collection Sources

Primary Data Source

The researcher made use of the structured questionnaire approach since it is widely regarded as an essential instrument for the collecting of empirical data. There are questions that are preset and included in questionnaires with the purpose of acquiring information from the respondents that have been designated. In the year 2000, Sekaran. When conducting any kind of research study, it is essential for researchers to ensure that the questions they ask are arranged in a manner that makes sense. It is important to avoid repeating questions since doing so may produce uncertainty in the mind of the responder, which will ultimately result in the efficacy of the questionnaire being reduced. A compatibility between the questionnaire and the study and the goals of the investigation is something that should be considered. Researchers should avoid asking questions that are irrelevant or unneeded, and they should also make an effort to eliminate biases. Moreover, a questionnaire is a useful tool for researchers since it allows them to collect

information on a bigger scale in a shorter amount of time (Sekaran, 2000). A questionnaire, on the other hand, was supposed to be the principal instrument that the researcher planned to utilize for the study.

3.3.1. Questionnaire Design

After reviewing the literature and prior research on the subject, it was determined that questionnaires were the most effective tool for collecting field data for this study. To achieve the research objectives, a survey questionnaire was developed and administered to employees of Telesom Company in Hargeisa, Somaliland.

The questionnaire was designed to allow for the collection of responses that could be digitized and statistically analyzed. It was divided into six sections to facilitate data analysis:

- **Section 1:** Captured participants' demographic information, including gender, age, education level, and years of work experience.
- **Section 2:** Focused on the degree of Human Resource Development (HRD) practices implemented within the organization.
- **Section 3:** Measured the organization's operational performance.
- **Section 4:** Assessed employee satisfaction.
- **Section 5 & 6:** Examined leadership and management styles, as well as employee retention factors.

The questionnaire incorporated items from validated scales used in previous research:

- 10 items from Rao and Abraham (1985) to assess Human Resource Development.
- 10 items from Ward, P.T., & Duray, R. (2000) to measure Organizational Operational Performance.
- 12 items from Paul E. Spector (1985) to evaluate Employee Satisfaction.
- 10 items from Bass, B.M., & Avolio, B.J. (1995) to explore Leadership and Management Style.
- 10 items from Mobley, Horner, and Hollingsworth (1978) to assess Employee Retention.

The total number of questions in the survey was 52, in addition to the demographic information section. The Likert scale was used for consistency, with a five-point scale (0-4) employed to capture responses ranging from "strongly disagree" to "strongly agree." This scale was chosen

because it is effective in capturing the level of agreement or disagreement of respondents, as highlighted by Robson (2002).

To maintain respondent engagement, questions were kept concise, with variations in phrasing such as replacing "I am" with "I" or "Me" to avoid monotony. The questions were organized according to the literature review, ensuring that each section targeted relevant factors.

A brief explanation was included in the survey to assure participants that their responses would remain anonymous, and no names or identifying information would be linked to the results. All completed questionnaires were collected immediately after respondents filled them out.

The data collection process, spanning over three months, was one of the most challenging aspects of this study. The researcher faced difficulties obtaining responses from top management due to their busy schedules and other commitments. Despite these challenges, sufficient data were gathered to support the research objectives. A sample of the questionnaire is provided in Appendix 1.

3.4. Measures (Construct Operationalization)

The researcher used five scale measurements to assess the constructs in this study: the Human Resource Development (HRD) scale, the Organizational Operational Performance scale, the Employee Satisfaction scale, the Leadership and Management Style scale, and the Employee Retention scale. These instruments are as follows:

Human Resource Development (HRD) scale: To measure HRD practices, the scale developed by Rao and Abraham (1985) was used. The scale consists of 10 items that assess various aspects of HRD, such as training, development opportunities, and performance appraisals.

Organizational Operational Performance scale: To measure the operational performance of the organization, the scale developed by Ward and Duray (2000) was adopted. This scale consists of 10 items, focusing on factors such as quality, innovation, customer satisfaction, and operational efficiency.

Employee Satisfaction scale: The employee satisfaction scale developed by Paul E. Spector (1985) was used to measure the satisfaction levels of employees. This scale consists of 12 items addressing aspects such as compensation, recognition, and job enjoyment.

Leadership and Management Style scale: To assess leadership and management styles, the scale developed by Bass and Avolio (1995) was utilized. This scale consists of 10 items that explore factors such as autonomy, trust, and organizational culture.

Employee Retention scale: To measure employee retention, the scale developed by Mobley, Horner, and Hollingsworth (1978) was employed. This scale consists of 10 items focusing on factors such as belongingness, commitment, and turnover intentions.

A summary of the scales adopted and their items is provided in Table 3.4.1.

Table 3.4.1: Sources of the Scales Adopted

Scales	No.	Adopted From	Operational Definitions
Human Resource Development	10	Rao and Abraham (1985)	HRD practices such as training, development opportunities, and performance appraisals.
Organizational Operational Performance	10	Ward and Duray (2000)	The organization's efficiency, innovation, and ability to meet competitive goals.
Employee Satisfaction	12	Paul E. Spector (1985)	The level of contentment employees feel with their job, compensation, and recognition.
Leadership and Management Style	10	Bass and Avolio (1995)	Leadership approaches including autonomy, trust, and fostering a positive culture.
Employee Retention	10	Mobley, Horner, and Hollingsworth (1978)	The degree to which employees feel a sense of belonging and commitment to the organization.

It was determined that these scales were the most suitable for assessing the constructs of interest because of their reliability and validity. An whole set of questions was evaluated using a Likert scale with five points, ranging from "Strongly Disagree" to "Strongly Agree." A precise grasp of the participants' degrees of agreement with the claims may be obtained via the use of this scale, which assures consistency.

3.5. Study Population

According to Sekaran (2000), one of the most important factors in getting reliable and scientific outcomes in research is pinpointing the precise group of individuals who participated in the study. Employees of Telesom Company in Hargeisa, Somaliland, including those working in a variety of divisions within the firm, make up the population of the present research. A number of divisions within the corporation each have more than 200 people, and the overall number of employees in the organization is more than 4,000.

In accordance with the recommendations made by Krejcie and Morgan (1970), the sample size should not be less than 384 in order to provide suitable representation in situations when the population size is more than 10,000. More than one thousand and two hundred questionnaires were sent across the various divisions of Telesom Company in order to guarantee a comprehensive and accurate dataset.

Seven hundred and fifty of the questionnaires that were given were returned. Thirty of the surveys that were returned, on the other hand, were either invalid or had incorrect information. Because of this, 720 questionnaires were considered to be legitimate and were used into the analysis of the data. Considering the response rate and the size of the valid sample, this provides a solid foundation for conducting an analysis of the influence that the Human Resources department has on the operational success of the firm.

3.6. Statistical Technique used for the Data Analysis and Interpretation

For the purpose of conducting a scientific study of the data, researchers are required to make suitable use of both descriptive and inferential descriptive statistics. A researcher may generate a summary of the data or examine the present patterns or behavioral trends with the aid of pie charts, graphs, or by calculating the mean, among other things, when they apply descriptive analysis. This is possible because descriptive analysis allows for the use of a variety of tools. Inferential statistics, on the other hand, allow a researcher to make inferences about a certain population by removing an adequate number of samples from that group. This is accomplished via the use of inferential statistics. Inferential statistics allows the researcher to derive accurate conclusions based on a variety of statistical tests and methods. This is made possible by the use of statistical methods.

CHAPTER FOUR

FINDINGS AND ANALYSIS

This particular chapter is where the most important portion of this thesis is presented. In this chapter, the findings of the research that is now being discussed are presented and debated. These findings were gathered by empirical means by means of sample answers, and they were evaluated using a variety of methodologies or procedures specifically designed for data analysis. Statistical methods such as descriptive and inferential statistics were used by the researcher in order to examine the data collected for the study. In the last section of this chapter, a comprehensive analysis of the data that were gathered is presented.

4.1. Descriptive Statistics

4.1.1. Demographic Profile of the Respondents

In this study, the SPSS software was used, and the convenience sample method was chosen as the sampling method. For the purpose of providing an analysis of the demographic features of the respondents, descriptive statistics were used. Gender, marital status, job title, age group, years of service, and educational level are some of the demographic characteristics of those who responded to the survey. The tables that follow provide a description of the findings on the descriptive data pertaining to the respondents.

Table 4.1. Distribution of Participants According to Gender

Gender		Frequency	Percent
Valid	Female	363	50.4
	Male	357	49.6
	Total	720	100.0

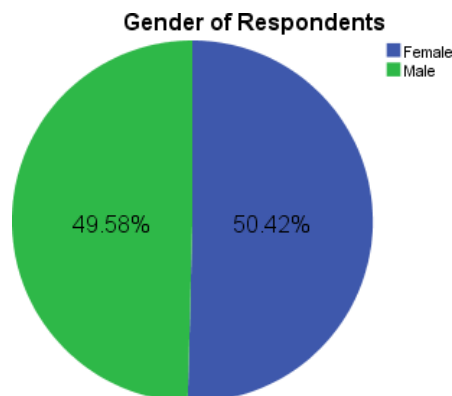


Figure 4.1. Distribution of Participants According to Gender

Gender: It was discovered in the aforementioned Table 4.1 that the gender distribution of the respondents at Telesom Company suggests a nearly equal representation. There were a total of 720 respondents, with 50.4% of them being female (363) and 49.6% being male (357) workers. This equilibrium demonstrates Telesom's dedication to gender diversity, which is essential for promoting inclusiveness and improving the effectiveness of the business. This equal distribution guarantees that the results linked to the influence of the HR department on operational performance are typical of both genders, which supports a more thorough examination of employee experiences and organizational outcomes. In the context of the research, this distribution ensures that the findings are reflective of both organizations.

Table 4.2. Distribution of Participants According to Age

Age Groups		Frequency	Percent
Valid	18-25	137	19.0
	26-35	150	20.8
	36-45	120	16.7
	46-55	159	22.1
	56+	154	21.4
	Total	720	100.0

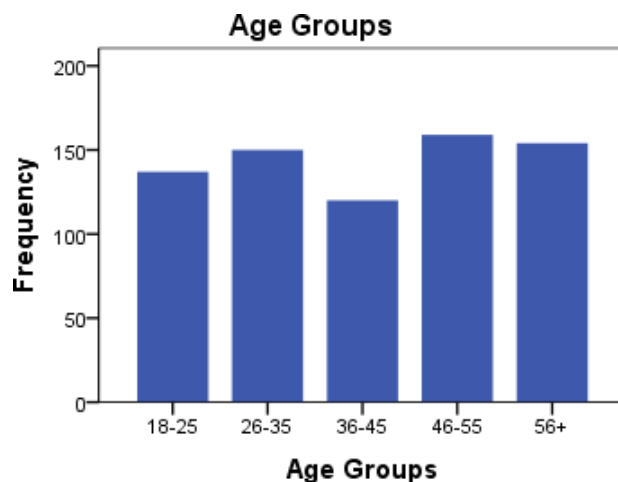


Figure 4.2. Distribution of Participants According to Age Groups

Age: From the Table 4.2 above, the age distribution of respondents at Telesom Company shows that the workforce is fairly diverse across different age groups. The largest proportion of employees falls within the 46–55 age group (22.1%), followed closely by those aged 56 and above (21.4%) and 26–35 (20.8%). Younger employees aged 18–25 make up 19.0%, while those aged 36–45 account for 16.7% of the respondents. This distribution highlights that Telesom employs a balanced mix of experienced older employees and younger, potentially less experienced staff, which can contribute to a dynamic workplace where innovation and expertise coexist to drive organizational performance.

Table 4.3. Distribution of Participants According to Marital Status

Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorced	230	31.9	31.9	31.9
	Married	229	31.8	31.8	63.7
	Single	261	36.3	36.3	100.0
	Total	720	100.0	100.0	

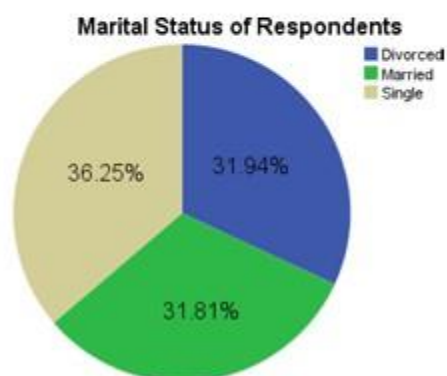


Figure 4.3. Distribution of Participants According to Marital Status

Figure 4.3. Distribution of Participants According to Marital Status

Marital Status: It can be seen from table 4.3 that the marital status distribution of participants at Telesom Company reveals that the majority of respondents are single (36.3%), followed by divorced (31.9%) and married (31.8%) employees, with all categories summing up to the total of 720 respondents. This indicates that Telesom has a diverse workforce in terms of marital status, with a slightly higher representation of single employees. The balance among the groups

suggests that Telesom's HR policies and workplace culture cater to a wide range of personal circumstances, which is crucial for fostering inclusivity and supporting employee well-being across different marital demographics.

Table 4.4. Distribution of Participants According to Education Level

Education Level	Frequency	Percent
Bachelors	157	21.8
Diploma	122	16.9
Doctorate	145	20.1
High School	147	20.4
Masters	149	20.7
Total	720	100.0

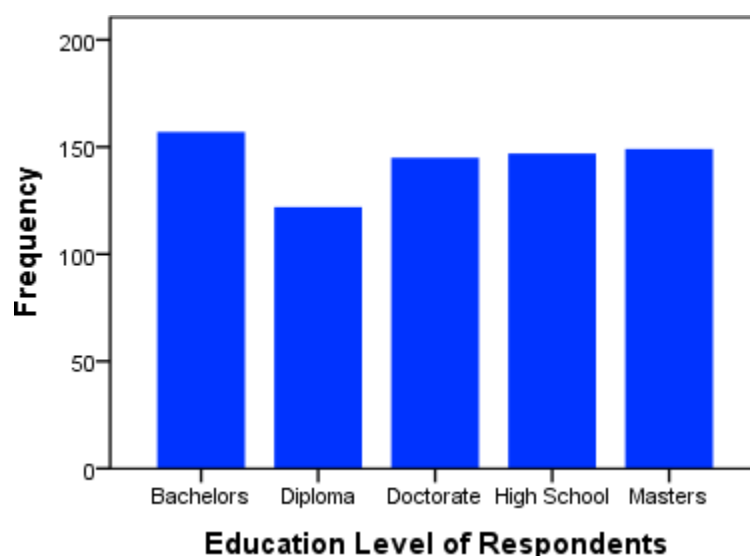


Figure 4.4. Distribution of Participants According to Years of Education Level

Education Level: The educational level distribution of participants at Telesom Company demonstrates a highly educated workforce. This can be clearly seen from the table 4.4 and figure 4.4 above. Among the 720 respondents, the largest group comprises employees with Bachelor's degrees (21.8%), followed closely by those with Master's degrees (20.7%), Doctorate degrees (20.1%), and High School education (20.4%). Employees with Diplomas represent 16.9% of the total. This data indicates that Telesom values education and employs individuals across a range of educational backgrounds. The significant proportion of employees with higher education qualifications (Bachelors, Masters, and Doctorates) reflects the company's focus on expertise and knowledge, which is essential for driving innovation and achieving operational excellence.

Job Title: The job title distribution among respondents at Telesom Company highlights a well-balanced representation of roles, reflecting the company's diverse operational structure. Among the 720 respondents, the most common job role is Software Engineer (7.5%), followed by roles such as Cleaner (6.9%), Manager (6.9%), and Marketing Officer (6.9%), which suggests the company's focus on both technical expertise and operational support. Other significant roles include HR (6.8%), Technician (6.7%), and Sales Officer (6.4%), indicating a robust balance between technical, managerial, and administrative functions. The representation of roles such as DevOps (6.1%), Electrician (6.1%), and Senior Manager (6.1%) further emphasizes Telesom's integration of technical skills and leadership. This distribution underscores Telesom's effort to employ a wide range of professionals to support its business operations effectively. This was clearly represented by the Table 4.5 below.

Table 4.5. Distribution of Participants According to Job Title

Job Title		Frequency	Percent
Valid	Administrative Officer	42	5.8
	Cleaner	50	6.9
	Data Analyst	43	6.0
	DevOps	44	6.1
	Electrician	44	6.1
	HR	49	6.8
	Intern	41	5.7
	Manager	50	6.9
	Marketing Officer	50	6.9
	Receptionist	41	5.7
	Sales Assistant	40	5.6

Sales Officer	46	6.4
Senior Manager	44	6.3
Software Engineer	54	7.5
Technical Support Officer	34	4.7
Technician	48	6.7
Total	720	100.0



Years of Service: According to Table 4.6 below, the distribution of participants at Telesom Company according to years of service indicates a balanced mix of employee tenure, reflecting both experience and fresh talent within the organization. Among the 720 respondents, the largest group has been with the company for less than 1 year (26.0%), followed closely by those with 4– 6 years (25.8%) and 1–3 years (25.0%) of service. Employees with 7+ years of service make up 23.2% of the total. This was clearly illustrated below by figure 4.5. This distribution suggests that Telesom actively recruits new employees while retaining a significant portion of experienced staff. The combination of newer employees and long-serving personnel likely enhances the company’s ability to innovate while maintaining organizational knowledge and operational stability.

Table 4.6. Distribution of Participants According to Years of Service
Table 4.6. Distribution of Participants According to Years of Service

Years Of Service	Frequency	Percent
1-3 years	180	25.0
4-6 years	186	25.8
Valid 7+ years	167	23.2
Less than 1 year	187	26.0
Total	720	100.0

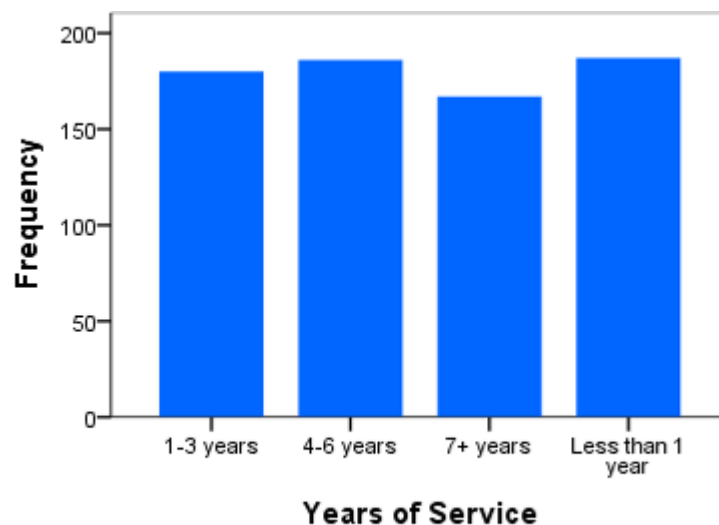


Figure 4.5. Distribution of Participants According to Years of Service

4.1.2. Variables Descriptive Statistics

Descriptive statistics of variables are done with the aim of providing an understanding of the data. In this research the standard deviation and mean of the items were calculated to provide

descriptive statistics on the data. As seen in Table 4.7, the distribution of HRD items at Telesom Company reflects employees' perceptions of HRD practices and their effectiveness. All items with means ranging from 2.98 to 3.04, indicating a moderate level of agreement on HRD practices. The item with the highest mean, —The organization encourages a culture of mutual respect and support (3.04), suggests that Telesom fosters a respectful work environment. Similarly, items such as

—Employees are given opportunities to develop their skills and competencies (3.01) and —Performance appraisal is used to measure employee development (3.02) highlight a reasonable effort to support employee growth.

However, relatively lower means, such as —The top management is genuinely interested in the development of employees (2.98) and —Employees are encouraged to participate in training programs (2.99), may indicate room for improvement in demonstrating management's commitment to employee development and encouraging participation in training programs. The standard deviations, ranging between 1.419 and 1.459, show some variability in responses, suggesting differences in how employees perceive HRD practices across departments or roles.

Overall, while Telesom appears to have foundational HRD practices in place, the data suggests the need for stronger initiatives to enhance employee engagement and development.

Table 4.7. Descriptive Statistics of Human Resource Development Items

Items	N	Minimum	Maximum	Mean	Std. Deviation
Employees are encouraged to take initiative and do things on their own.	720	1	5	3.00	1.459
The top management is genuinely interested in the development of employees.	720	1	5	2.98	1.419
Employees are provided with opportunities for training and development.	720	1	5	3.02	1.419
Training programs are designed to meet the specific needs of employees.	720	1	5	2.99	1.447
The organization provides opportunities for career planning and development.	720	1	5	3.01	1.451
Employees are given autonomy to make decisions in their work.	720	1	5	3.01	1.433
Performance appraisal is used as a tool for employee development.	720	1	5	3.02	1.441
The organization encourages a culture of mutual respect and support.	720	1	5	3.04	1.430
Employees are encouraged to participate in training programs.	720	1	5	2.99	1.455
Employees are given opportunities to develop their skills and competencies.	720	1	5	3.01	1.426

For organizational operational performance, the descriptive statistics for organizational operational performance at Telesom Company reveal moderate levels of agreement across all

items, with mean scores ranging from 2.98 to 3.04. The highest-rated item, —Our profitability is higher than that of our competitors (3.04), suggests that Telesom is perceived to have a relatively strong financial performance. Other areas, such as —We focus on reducing lead times and improving delivery speed (3.02) and —We strive to offer superior customer service (3.02), highlight operational strengths. However, lower mean scores for items like —We invest heavily in innovation and Research and Development (2.98) and —Our manufacturing strategy strongly supports our competitive goals (2.99) may indicate potential areas for improvement in innovation and strategy alignment. The standard deviations, ranging between 1.419 and 1.459, suggest variability in perceptions among respondents, reflecting differences in experiences across departments or roles. Overall, while Telesom demonstrates reasonable operational performance, there is room for further enhancement to maintain competitiveness. This can be seen from Table 4.8.

Table 4.8. Descriptive Statistics of Organizational Operational Performance Items

Items	N	Minimum	Maximum	Mean	Std. Deviation
We prioritize high product quality compared to competitors.	720	1	5	3.00	1.459
We invest heavily in innovation and Research and Development.	720	1	5	2.98	1.419
We focus on reducing lead times and improving delivery speed.	720	1	5	3.02	1.419
Our manufacturing strategy strongly supports our competitive goals.	720	1	5	2.99	1.447
Our customer satisfaction levels are higher than those of our competitors.	720	1	5	3.01	1.451
Our operational efficiency is better than that of our competitors.	720	1	5	3.01	1.433
We strive to offer superior customer service.	720	1	5	3.02	1.441
Our profitability is higher than that of our competitors.	720	1	5	3.04	1.430
Our production system is highly flexible to accommodate changes in product mix.	720	1	5	2.99	
Our manufacturing capabilities are a key source of competitive advantage.	720	1	5	3.01	

Table 4.9 shows the descriptive statistics for employee satisfaction at Telesom Company show moderate levels of agreement, with mean scores ranging from 2.98 to 3.06. The highest-rated item, —Communication in this organization is good (3.06), suggests that communication is a relative strength at Telesom. However, areas like —The benefit package we have is equitable (2.98) and —I like the people I work with (2.98) indicate room for improvement in employee benefits and workplace relationships. Overall, while employee satisfaction is generally moderate, targeted enhancements in benefits and team dynamics could further boost satisfaction.

Table 4.9. Descriptive Statistics of Employee Satisfaction Items

Items	N	Minimum	Maximum	Mean	Std. Deviation
I feel I am being paid a fair amount for the work I do.	720	1	5	3.03	1.441
I feel satisfied with my chances for salary increases.	720	1	5	3.03	1.444
My supervisor is quite competent in doing his/her job.	720	1	5	3.01	1.425
I feel satisfied with the recognition I receive for my work.	720	1	5	3.02	1.429
I like the people I work with.	720	1	5	2.98	1.466
I feel a sense of pride in doing my job.	720	1	5	3.01	1.423
My job is enjoyable.	720	1	5	2.99	1.420
I like doing the things I do at work.	720	1	5	3.01	1.420
Communication in this organization is good.	720	1	5	3.06	1.443
I feel satisfied with the rewards I receive for my work.	720	1	5	3.02	1.414
The benefit package we have is equitable.	720	1	5	2.98	1.442
The organization communicates well with employees.	720	1	5	3.00	1.418

The descriptive statistics for leadership and management style at Telesom Company reveal generally moderate perceptions, with mean scores ranging from 2.98 to 3.04. The highest-rated item, "The organization encourages a culture of openness and transparency" (3.04), highlights a strength in fostering transparency. However, areas such as "Top management is genuinely interested in the development of employees" (2.99) and "My supervisor shows too little interest in the feelings of subordinates" (2.98) indicate potential concerns in employee development and managerial empathy. Strengthening these areas could further enhance leadership effectiveness and employee trust at Telesom. This can be clearly seen from Table 5.10.

Table 4.10. Descriptive Statistics of Leadership & Management Style Items

Items	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor is quite competent in doing his/her job.	720	1	5	3.00	1.459
Employees are encouraged to take initiative and do things on their own.	720	1	5	2.99	1.447
Employees are given autonomy to make decisions in their work.	720	1	5	3.01	1.451
The organization provides a climate of trust and mutual respect.	720	1	5	3.01	1.433
Employees collaborate and work as a team to achieve organizational goals.	720	1	5	3.02	1.441
The organization encourages a culture of openness and transparency.	720	1	5	3.04	1.430
Top management is genuinely interested in the development of Employees.	720	1	5	2.99	1.455
The organization provides constructive feedback on performance.	720	1	5	3.01	1.426
My supervisor shows too little interest in the feelings of subordinates.	720	1.00	5.00	2.9806	1.41899
My supervisor is unfair to me.	720	1.00	5.00	3.0194	1.41899

According to table 4.11, The descriptive statistics for employee retention at Telesom Company suggest moderate levels of loyalty and engagement, with mean scores ranging from 2.98 to 3.04. While employees show a willingness to put in extra effort (3.01) and feel the organization cares about their well-being (3.02), concerns arise from items like "I often think about quitting my job" (2.99) and "I feel it is unlikely that I will remain with this organization for much longer" (3.04). These indicate a need for Telesom to strengthen retention strategies to foster long-term commitment.



Table 4.11. Descriptive Statistics of Employment Retention Items

Items	N	Minimum	Maximum	Mean	Std. Deviation
I feel a strong sense of belonging to this organization.	720	1	5	3.00	1.459
I would be very happy to spend the rest of my career in this organization.	720	1	5	2.98	1.419
I feel that this organization cares about my well-being.	720	1	5	3.02	1.419
I feel that my values align with the values of this organization.	720	1	5	2.99	1.447
I am willing to put in extra effort to help this organization succeed.	720	1	5	3.01	1.451
I often think about quitting my job.	720	1.00	5.00	2.9875	1.43321
I am actively looking for a job outside this organization.	720	1.00	5.00	2.9806	1.44136
I feel that it is unlikely that I will remain with this organization for much longer.	720	1.00	5.00	3.0417	1.43023
There are many job opportunities available to me outside this organization.	720	1.00	5.00	3.0125	1.45536
I feel confident that I could find a new job quickly if I decided to leave this organization.	720	1	5	3.01	1.426

4.2. Inferential Statistics

During this stage, the readers are provided with information on the outcomes of the data that was gathered by the questionnaire. Data analysis was performed using SPSS version 20.0. An evaluation of the constructs' reliability was carried out with the use of Cronbach's alpha. The theories were put to the test via the use of correlation analysis and hypothesis testing.

4.2.1. Reliability Test

The consistency of the findings that are achieved is referred to as reliability, and it describes the degree to which the instrument produces the same results whenever it is used in a variety of different repeated trials. The Cronbach's alpha correlation coefficient is a well-known approach that may be used to determine the internal consistency of an instrument. The Cronbach's alpha statistic provides an explanation of how effectively several items measure the same concept. The selection of Cronbach's alpha was based on the fact that it is well recognized in the academic study that Cronbach (1951) conducted. However, according to Sekaran (2000), it is possible for it to be accepted even if it is only .6. The suggested threshold for acceptance is .7. In order to determine whether or not the construct was internally consistent, a reliability test was performed on each of the five scales that were accepted.

Table 4.12. Reliability Test

Constructs	No of items	Cronbach's Alpha
HRD	10	.971
OOP	10	.971
EMPS	12	.975
LMS	10	.971
EMPR	8	.830

The reliability analysis reveals high internal consistency for the constructs HRD, OOP, EMPS, and LMS, with Cronbach's Alpha values above 0.7, indicating excellent reliability. For LMS, items 2 and 3 were reverse coded to ensure consistency in interpretation. For Employee Retention (EMPR), reverse coding was also applied to negative variables, specifically items 6, 7, 8, and 9. Initially, EMPR's Cronbach's Alpha was 0.343, indicating poor reliability. After deleting items 6 and 7, which negatively impacted reliability, the Cronbach's Alpha improved significantly to 0.830, reflecting an acceptable level of internal consistency.

4.2.2. Normality Test

To use parametric statistics techniques, the data distribution of the variables must be normal. Kolmogorov-Smirnov and Shapiro-Wilk Test will be conducted to identify the data is normally distributed or not. Table 4.13 shows the result the normality test of the research variables.

Table 4.13. Results of Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
HRD	.128	720	.000	.903	720	.000
EMPS	.123	720	.000	.908	720	.000
LMS	.128	720	.000	.903	720	.000
EMPR	.117	720	.000	.916	720	.000
OOP	.128	720	.000	.903	720	.000

a. Lilliefors Significance Correction

The results of the Kolmogorov-Smirnov and Shapiro-Wilk tests for each variable are shown in the table under "Tests of Normality." By determining whether or not the data substantially deviates from a normal distribution, the Kolmogorov-Smirnov Test provides an answer. A significant value, denoted by the symbol Sig., is less than 0.05, which shows that the data does not follow a normal distribution. There is also a test for normalcy known as the Shapiro-Wilk Test, which is often used for smaller sample sizes but is still appropriate in this situation. Additionally, a number that is significant (Sig. < 0.05) is also included.

implies that the distribution is not typical. All of the variables, including HRD, EMPS, LMS, EMPR, and OOP, have p-values that are less than 0.05 for both tests. This indicates that the data

for all of these variables represents a substantial deviation from a normal distribution. On account of this, the assumption of normalcy is not observed. In order to do additional analysis, non-parametric statistical tests, such as Kruskal-Wallis and Mann-Whitney U, will be used rather than parametric tests, such as analysis of variance and t-tests, due to the fact that the data does not follow a normal distribution.

4.2.3. Correlation Analysis

In light of the fact that the data did not adhere to a normal distribution, the non-parametric test known as Spearman's rank correlation was used. This test is designed to determine the degree of strength and direction of correlations between variables. Due to the fact that this approach does not presume a normal distribution and is appropriate for ordinal data, it is an excellent choice for the present investigation. According to the decision criterion for interpreting Spearman's correlation, the null hypothesis is rejected if the p-value is less than or equal to 0.05. This indicates that there is a substantial connection between the variables. In the event that the p-value is greater than 0.05, the null hypothesis is maintained, indicating that there is no major link. A very weak correlation (0.00–0.19), a weak correlation (0.20–0.39), a moderate correlation (0.40–0.59), a strong correlation (0.60–0.79), and a very high correlation (0.80–1.00) are the different levels of correlation strength.

Table 4.14. Relationships Between Variables

Variables	HRD	OOP	EMPS	LMS	EMPR
HRD	1.000	1.000	.955	1.000	.976
OOP	1.000	1.000	.955	1.000	.976
EMPS	.955	.955	1.000	.955	.938
LMS	1.000	1.000	.955	1.000	.976
EMPR	.976	.976	.938	.976	1.000

The results indicate a very strong and significant positive relationship between Human Resource Development (HRD) practices and Organizational Operational Performance (OOP) with a correlation coefficient of 1.000 ($p = .000$). This suggests that enhanced HRD practices directly contribute to improved operational performance at Telesom Company. When HRD initiatives, such as training, career development, and employee engagement, are well-implemented, they positively impact the overall operational efficiency of the organization.

Similarly, a strong correlation exists between HRD and Employee Satisfaction (EMPS) ($\rho = .955$, $p = .000$), signifying that employees tend to be more satisfied when HRD practices are effective. This suggests that training programs, career advancement opportunities, and supportive HR policies play a crucial role in keeping employees motivated and engaged. Moreover, HRD is perfectly correlated with Leadership and Management Style (LMS) ($\rho = 1.000$, $p = .000$), reinforcing the idea that HRD practices significantly shape leadership effectiveness at Telesom. When HRD strategies are strong, leadership and managerial decisions are more aligned with organizational goals, fostering a positive work environment.

Furthermore, the correlation between HRD and Employee Retention (EMPR) ($\rho = .976$, $p = .000$) is also very strong, implying that better HRD practices contribute to higher retention rates at Telesom. Employees are more likely to remain with the company when they feel supported, valued, and have opportunities for growth. Additionally, OOP is significantly correlated with EMPS (.955), LMS (1.000), and EMPR (.976), indicating that operational performance is strongly influenced by employee satisfaction, leadership quality, and retention strategies. This highlights the interconnected nature of these factors, where improvements in HRD lead to increased job satisfaction, better leadership, and ultimately, enhanced organizational performance.

The relationship between employee satisfaction and retention ($\rho = .938$, $p = .000$) further emphasizes that satisfied employees are more likely to stay with the organization. This suggests that employee satisfaction should be a priority for HRD efforts to ensure long-term workforce stability. Given these findings, it is evident that HRD practices are fundamental in shaping various aspects of organizational success at Telesom. Strengthening HRD strategies can significantly boost employee morale, retention, leadership effectiveness, and overall operational performance, making it a critical area for continuous improvement.

4.2.4. Test of Hypothesis

Hypothesis 1: There is a significant positive relationship between Human Resource Development (HRD) practices and organizational operational performance at Telesom Company.

From table 4.14, Since the correlation coefficient ($\rho = 1.000$) is very high and the p-value is < 0.01 , this indicates a perfect and statistically significant positive relationship between HRD and OOP at Telesom. Thus, the null hypothesis is rejected, and we conclude that HRD practices significantly and positively impact Organizational Operational Performance at Telesom Company.

Hypothesis 2: There is no significant relationship between Human Resource Development (HRD) practices and employee satisfaction (EMPS) at Telesom Company.

Based on the correlation data shown in table 4.14, it can be seen that there exists a robust positive correlation between HRD and EMPS ($\rho = 0.955$), with a p-value of 0.000 reflecting the degree of significance. It may be concluded that the null hypothesis is not true since the p-value is lower than 0.05. Consequently, this indicates that there is a link that can be considered statistically significant between HRD practices and employee happiness at Telesom Company. Given the substantial link, it seems that successful human resource development strategies, such as training, career development, and employee assistance, make a major contribution to the level of satisfaction experienced by employees. It is more probable that employees will feel engaged, motivated, and pleased in their work if they sense that they are receiving stronger support from HRD. For this reason, Telesom need to continue to engage in human resource development programs in order to maintain and raise levels of employee satisfaction.

Hypothesis 3: Leadership and Management Style (LMS) has a significant positive impact on Organizational Operational Performance (OOP) at Telesom Company

There is a perfect positive connection between LMS and OOP, as shown by the findings, which are presented in table 4.14 ($\rho = 1.000$, $p =$ and 0.000). That there is a statistically significant positive link between Leadership and Management Style and Organizational Operational Performance is confirmed by the fact that the p-value is less than 0.05, which means that the null hypothesis is rejected.

The high link between the two variables implies that effective leadership and management styles

contribute directly to enhanced organizational performance at Telesom. When leaders offer workers with clear direction, encourage cooperation, and create a supportive work environment, employees are more engaged and productive, which ultimately leads to improved overall performance. As a result of these results, the significance of effective leadership in creating operational success inside the organization is highlighted.

Hypothesis 4: The distribution of Employee Satisfaction (EMPS) is the same across Gender categories.

In order to evaluate this hypothesis, a non-parametric test known as the Mann-Whitney U evaluate was used. This test was designed to assess the differences that exist between two independent groups. There is no significant difference between the gender groups in terms of the distribution of Employee Satisfaction (EMPS), as shown by the findings (U =, Sig. = 0.867). Due to the fact that the significance value is higher than the threshold of 0.05, we are unable to reject the null hypothesis. This indicates that there is no statistically significant difference in the level of satisfaction experienced by male and female workers at Telesom Company. This is evident from the tab that is located below table 4.15.

Table 4.15. Gender and Employee Satisfaction (EMPS)

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of EMPS is the same across categories of Gender of Respondents.	Independent-Samples Mann-Whitney U Test	.867	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis 5: HRD practices vary significantly across different education levels.

From table 4.16 below, the Kruskal-Wallis H Test results (Sig. = 0.152) indicate that there is no significant difference in HRD practices based on education levels at Telesom Company. Therefore, we fail to reject the null hypothesis, suggesting that employees perceive HRD practices similarly, regardless of their education level.

Table 4.16. Education Levels and HRD

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of HRD is the same across categories of Education Level of Respondents.	Independent-Samples Kruskal-Wallis Test	.152	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

The results and conclusions that were come about as a result of the research are discussed in this chapter. Before moving on to a discussion of the similarities and differences between these findings, it opens with a summary of the findings from the data analysis. In addition, both the theoretical and practical applications of the study are brought to the forefront. The chapter comes to a close with a discussion of the limits of the study as well as some recommendations for further research.

5.1. Summary of Findings

In the present research, which evaluated the influence of the Human Resources (HR) department on the organizational operational performance at Telesom Company in Hargeisa, Somaliland, the following are the most noteworthy results that were discovered. A total of 750 of the 1,200 questionnaires that were sent out were eventually returned, which results in a response rate of 62.5%. There were 720 legitimate replies that were assessed after 30 surveys that were either incomplete or incorrectly filled out were disregarded. As a result of the study of the data, which revealed that the data did not adhere to a normal distribution, non-parametric tests were used. The correlation analysis developed by Spearman was used to investigate the connections between the variables, and hypothesis testing was carried out in order to verify the existence of these connections. Following the completion of the correlation study, the findings indicated that there are strong positive links between HR development methods and the operational success of the firm. It was shown that workers who reported better levels of satisfaction and retention when they regarded HR policies to be helpful and effective also reported higher levels of satisfaction. Leadership and management styles were shown to have a significant relationship with the level of satisfaction and retention of employees. The testing of the hypothesis demonstrated that there is a correlation between HR practices and organizational success, employee satisfaction, and staff retention. Based on the results, it was shown that effective human resource strategies have a favorable impact on the operational success of a business by supporting employee happiness, skill development, and retention. On the other side, insufficient human resource activities were shown to be connected with worse operational results and discontent among employees. These findings highlight the significant influence that HR practices play in significantly enhancing the operational performance of the firm as well as the outcomes for employees at Telesom Company.

5.2. Discussion of Findings

The purpose of this study is to explore the influence that the human resources department has on the operational performance of a business. The research was conducted on a telecom firm located in Hargeisa, Somaliland. The hypotheses that were proposed for this study investigated the connections that exist between HRD practices and a variety of outcomes that are associated with organizations and their employees. These outcomes included operational performance, employee satisfaction, leadership effectiveness, and retention. With a correlation value of 1.000 ($p = .000$), the findings point to a very strong and significant positive association between HRD practices and OOP. This particular relationship is particularly strong and significant. It would seem from this that better HRD strategies significantly contribute to greater operational performance at Telesom Company. When HRD activities, such as training, career development, and employee engagement, are effectively executed, they have a favorable influence on the overall operational efficiency of the business. These results are consistent with the argument put out by Becker and Huselid (2006), who contend that strategic human resource development methods contribute to the competitiveness of organizations by boosting the capabilities and involvement of their workforce. At the same time, there is a significant connection between HRD and EMPS ($\rho = .955$, $p = .000$), which indicates that workers tend to experience higher levels of satisfaction when HRD techniques are successful. It would seem from this that initiatives like as training programs, chances for professional growth, and HR policies that are supportive all play an important part in maintaining employee motivation and engagement. The work of Herzberg (1966), whose motivation-hygiene theory argues that intrinsic elements such as professional growth and development have a considerable influence on job satisfaction, is supported by these results, which are compatible with the theory. Furthermore, HRD is shown to have a strong correlation with LMS ($\rho = 1.000$, $p = .000$), which further supports the notion that HRD practices have a major impact on the efficacy of leadership at Telesom. Having effective human resource development plans allows for leadership and management choices to be better aligned with the objectives of the business, which in turn helps to cultivate a healthy work environment. This is consistent with the transformational leadership model developed by Bass and Avolio (1994), which places an emphasis on the role that human resources plays in the development of leaders who inspire and encourage people. Additionally, it is worth noting that the connection between HRD and EMPR ($\rho = .976$, $p = .000$) is very strong, indicating that improved HRD practices are a significant factor in achieving greater retention rates at Telesom. When an employee feels supported and respected by their employer, as well as when they have prospects for advancement, they are more likely to stay with the firm. Hom et al. (2017), who emphasize the

fact that firms that engage in employee development exhibit reduced turnover rates, provide credence to these conclusions which are backed by their findings. For the purpose of testing this hypothesis, the Mann-Whitney U Test was used.

using a non-parametric test to compare the differences between two groups that are independent of one another. There is no significant difference between the gender groups in terms of the distribution of EMPS, as shown by the findings ($U =$, $\text{Sig.} = 0.867$). Due to the fact that the significance value is higher than the threshold of 0.05, we are unable to reject the null hypothesis. This indicates that there is no statistically significant difference in the level of satisfaction experienced by male and female workers at Telesom Company. This conclusion is in line with the findings of a research conducted by Clark (1997), who suggested that work functions as opposed to gender differences are often the most significant factors in determining levels of job satisfaction. depending on the findings of the Kruskal-Wallis H Test ($\text{Sig.} = 0.152$), it can be concluded that there is no significant variation in human resource development procedures at Telesom Company depending on the degree of education of employees. As a result, we are unable to reject the null hypothesis, which suggests that workers have a comparable perception of HRD procedures regardless of the degree of education or experience they possess. In light of this, it seems that the HRD programs offered by Telesom are successful across all educational levels, hence guaranteeing equitable possibilities for professional advancement and progress. There is a hypothesis that investigates the link between human resource development techniques and operational performance at Telesom Company. Given that the correlation coefficient ($\rho = 1.000$) is very high and the p-value is less than 0.01, it can be concluded that there exists a perfect and statistically significant positive association between HRD and OOP at Telesom. Therefore, the null hypothesis is not supported, and we get to the conclusion that the HRD practices at Telesom Company have a substantial and favorable influence on the organizational operational performance of the company. This study lends credence to the RBV idea that was put out by Barney (1991). This theory proposes that increasing the amount of money invested in human capital may improve the efficiency of an organization. Regarding the connection between HRD practices and EMPS, consider the following. A significant positive association between HRD and EMPS is shown to exist, as indicated by the data ($\rho = 0.955$, $p = 0.000$). It may be concluded that the null hypothesis is not true since the p-value is lower than 0.05. Consequently, this indicates that there is a link that can be considered statistically significant between HRD practices and employee happiness at Telesom Company. Given the substantial link, it seems that successful HRD strategies, such as training, career development, and employee assistance, make a major contribution to the level of

satisfaction experienced by employees. It is more probable that employees will feel engaged, motivated, and pleased in their work if they sense that they are receiving stronger support from HRD. According to Deci and Ryan's (1985) Self-Determination Theory, which places an emphasis on the significance of relatedness, autonomy, and competence in the process of generating work satisfaction, this is consistent with the theory. At the Telesom Company, the LMS has a considerable and beneficial influence on the OOP. From the findings, it can be shown that there exists a perfect positive connection between LMS and OOP ($\rho = 1.000$, $p = 0.000$). The null hypothesis is supported by the fact that the p-value is lower than 0.05.

There is a statistically significant positive association between leadership and management style and organizational operational performance, which is confirmed by the fact that the hypothesis is rejected. The high link between the two variables implies that effective leadership and management styles contribute directly to enhanced organizational performance at Telesom. When leaders offer workers with clear direction, encourage cooperation, and create a supportive work environment, employees are more engaged and productive, which ultimately leads to improved overall performance. According to Yukl (2013), who stressed that transformational leadership creates creativity, efficiency, and high employee morale, all of which increase organizational performance, these results are consistent with what Yukl (2013) found.

5.3. Theoretical Implications

From a theoretical point of view, this research makes a contribution to the expanding body of literature on the role that human resource development plays in the performance of organizations. Existing human resource development strategies that place an emphasis on employee training, development, and engagement as important drivers of productivity and efficiency are the ones that are supported by these results. In particular, this research is consistent with the RBV of human capital, which asserts that personnel are a valued asset that, when properly managed and developed, may give a competitive advantage to an organization.

In addition, the research provides support for Herzberg's Two-Factor Theory by demonstrating that HRD practices have a considerable impact on the level of satisfaction experienced by employees. According to Herzberg, characteristics that contribute to work satisfaction and employee retention include training, professional growth, and support from leadership. Additional aspects include leadership support. In addition, the results provide additional evidence that workers are more content with their jobs when they believe there are prospects for personal development and professional progression inside the business.

In addition, the findings provide empirical support for the transformational leadership theory, which contends that effective leadership is an essential component in the achievement of organizational success. It is possible that transformational leadership techniques, such as inspirational vision, intellectual stimulation, and customized consideration, are major contributors to enhanced corporate performance. This is suggested by the substantial link that exists between LMS and OOP.

In addition, this study expands upon other studies that have been conducted on the strategic significance that human resource development plays in rising economies, notably in Somaliland. This research offers new insights into how HRD strategies effect organizations, in contrast to the majority of the current literature, which focuses on human resource development in industrialized nations. organizational performance in a growing setting. This contributes to the larger conversation on human resource development strategies in a variety of cultural and economic settings, proving the universal applicability of these approaches.

5.4. Practical Implications

The results of this research have major practical significance for businesses like Telesom Company and others like it who are looking to improve their operational performance via HRD methods. The substantial positive link that exists between HRD and OOP suggests that Telesom need to increase its investments in HR initiatives such as employee training, career development programs, and leadership development efforts. These activities will not only contribute to the enhancement of staff abilities, but they will also contribute to increased productivity and overall success for the firm.

In addition, the high association that exists between HRD and EMPS suggests that firms need to emphasise the implementation of policies that promote the well-being, motivation, and engagement of their workforce. The implementation of well-structured human resource development programs, such as chances for mentoring, performance-based rewards, and platforms for continuous learning, may result in a staff that is more pleased and dedicated, which eventually leads to a reduction in workplace turnover rates.

A further point that emerges from these results is the significance of LMS in determining the outcomes of organizations. Due to the fact that LMS has a perfect association with OOP, firms have to make certain that their leaders and managers are prepared with the abilities essential to successfully inspire, encourage, and assist their personnel. Enhancing management

effectiveness, which in turn enhances operational efficiency, may be accomplished via the implementation of transformational leadership methods, mentoring, and leadership training programs of various kinds.

As a result of the fact that education level was discovered to have no substantial influence on HRD perceptions, Telesom and other firms have to take into consideration the possibility of developing individualized HRD strategies that are targeted to workers who come from a variety of educational backgrounds. This argues that human resources policies have to be as inclusive as possible and should be geared to benefit workers of all levels of education. This would ensure that all employees had equal access to chances for career growth and training.

In conclusion, the findings suggest that HRD practices have a significant relationship with EMPR. Therefore, in order to reduce staff turnover and maintain long-term company development, Telesom and other firms should implement retention strategies. These strategies should include competitive remuneration, career advancement routes, and a healthy work environment.

5.5. Limitations of the Study

There are a number of limitations that need to be noted, despite the fact that this study's results are substantial. A poor response rate, with just one-fourth of Telesom's personnel participating, is one of the most significant shortcomings of the study. As a result of the fact that many staff were either too busy or unavailable, the sample size was far less than what was first planned. Given the low number of people that participated in the study, it is possible that the results cannot be generalized to the whole organization since the replies may not be representative of the opinions of the entire company.

In addition, the length of the questionnaire, which consisted of 52 different questions, was another significant constraint. As a result of the length of the survey, it is possible that some respondents suffered survey fatigue, which resulted in hasty replies. There is a possibility that some of the respondents checked off random responses in order to finish the survey as soon as possible, which might possibly have an impact on the accuracy of the results. In the future, research should explore using questionnaires that are shorter and more focused in order to increase the quality of responses.

Additionally, this research relied on self-reported data, which may be susceptible to social desirability bias on account of the nature of the data. It is possible that employees gave replies that they felt were anticipated rather than statements that really reflected their beliefs.

In conclusion, the scope of the research was restricted to the Telesom Company, which is located in Hargeisa, Somaliland. This limitation limits the extent to which the results may be applied to other businesses operating in various fields or areas. With the possibility that the organizational culture, economic circumstances, and human resource development techniques at Telesom are different from those in other organizations, it is challenging to generalize the findings beyond the confines of this particular situation.

5.6. Suggestions for Further Research

In the future, research should take into consideration raising the sample size and assuring a greater response rate by adopting tactics such as shorter surveys, incentives for participation, or conducting interviews and focus groups for deeper insights. This would help overcome the limitations of this study.

Instead of depending exclusively on cross-sectional data, more study should potentially investigate longitudinal research designs in order to investigate how human resource development strategies influence operational performance over the course of additional time. By doing so, a more precise understanding of the causal connections that exist between human resource development, employee happiness, and retention would be achieved.

In addition, it is recommended that future study take into consideration the incorporation of qualitative methods, such as conducting in-depth interviews with both workers and managers, in order to get a more comprehensive understanding of the ways in which HRD practices impact employee motivation, engagement, and productivity.

Last but not least, the researchers need to broaden the scope of the study beyond Telesom to include other businesses and sectors in Somaliland or economies that are comparable. Comparative studies might be helpful in determining if the results are applicable across a variety of industries, which would result in suggestions that are more generalizable for human resource development strategies in a variety of company settings.

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APPENDIX 1

Research Questionnaire

Study Title: The Impact of Human Resources Department on Organizational Operational Performance: A Study of Selected Telesom Company in Hargeisa, Somaliland

Dear Respondent,

This questionnaire is designed to collect data for a research study on how the HR department impacts organizational operational performance. Your responses will be kept confidential and used solely for academic purposes. Thank you for your participation!

Section 1: Demographic Information

Please provide your demographic information for statistical purposes:

- **Gender:**
 - Male
 - Female
- **Age:**
 - 18-25
 - 26-35
 - 36-45
 - 46-55
 - 56+
- **Education Level:**
 - High School
 - Diploma
 - Bachelor's Degree
 - Master's
 - Doctorate
- **Marital Status:**
 - Single
 - Married
 - Divorced

• **Job Title/Position:**-----

• **Length of Employment:**

- Less than 1 year
- 1-3 years
- 4-6 years
- 7+ years

Section 2: Human Resource Development (HRD)

Please indicate your level of agreement with the following statements:
(Scale: Strongly Disagree = 1, Disagree= 2, Normal=3, Agree=4, Strongly Agree=5)

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Employees are encouraged to take initiative and do things on their own.					
2. The top management is genuinely interested in the development of employees.					
3. Employees are provided with opportunities for training and development.					
4. Training programs are designed to meet the specific needs of employees.					
5. The organization provides opportunities for career planning and development.					
6. Employees are given autonomy to make decisions in their work.					
7. Performance appraisal is used as a tool for employee development.					
8. The organization encourages a culture of mutual respect and support.					
9. Employees are encouraged to participate in training programs.					
10. Employees are given opportunities to develop their skills and competencies.					

Section 3: Organizational Operational Performance

Please indicate your level of agreement with the following statements:
(Scale: Strongly Disagree = 1, Disagree= 2, Normal=3, Agree=4, Strongly Agree=5)

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. We prioritize high product quality compared to competitors.					
2. We invest heavily in innovation and R&D.					
3. We focus on reducing lead times and improving delivery speed.					
4. Our manufacturing strategy strongly supports our competitive goals.					
5. Our customer satisfaction levels are higher than those of our competitors.					
6. Our operational efficiency is better than that of our competitors.					
7. We strive to offer superior customer service.					
8. Our profitability is higher than that of our competitors.					
9. Our production system is highly flexible to accommodate changes in product mix.					
10. Our manufacturing capabilities are a key source of competitive advantage.					

Section 4: Employee Satisfaction

Please indicate your level of agreement with the following statements:
(Scale: Strongly Disagree = 1, Disagree= 2, Normal=3, Agree=4, Strongly Agree=5)

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel I am being paid a fair amount for the work I do.					
2. I feel satisfied with my chances for salary increases.					
3. My supervisor is quite competent in doing his/her job.					
4. I feel satisfied with the recognition I receive					

for my work.					
5. I like the people I work with.					
6. I feel a sense of pride in doing my job.					
7. My job is enjoyable.					
8. I like doing the things I do at work.					
9. Communication in this organization is good.					
10. I feel satisfied with the rewards I receive for my work.					
11. The benefit package we have is equitable.					
12. The organization communicates well with employees.					

Section 5: Leadership and Management Style

Please indicate your level of agreement with the following statements:
(Scale: Strongly Disagree = 1, Disagree= 2, Normal=3, Agree=4, Strongly Agree=5)

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My supervisor is quite competent in doing his/her job.					
2. My supervisor shows too little interest in the feelings of subordinates.					
3. My supervisor is unfair to me.					
4. Employees are encouraged to take initiative and do things on their own.					
5. Employees are given autonomy to make decisions in their work.					
6. The organization provides a climate of trust and mutual respect.					
7. Employees collaborate and work as a team to achieve organizational goals.					
8. The organization encourages a culture of openness and transparency.					
9. Top management is genuinely interested in the development of employees.					
10. The organization provides constructive					

feedback on performance.					
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Section 6: Employee Retention

Please indicate your level of agreement with the following statements:
(Scale: Strongly Disagree = 1, Disagree= 2, Normal=3, Agree=4, Strongly Agree=5)

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel a strong sense of belonging to this organization.					
2. I would be very happy to spend the rest of my career in this organization.					
3. I feel that this organization cares about my well-being.					
4. I feel that my values align with the values of this organization.					
5. I am willing to put in extra effort to help this organization succeed.					
6. I often think about quitting my job.					
7. I am actively looking for a job outside this organization.					
8. I feel that it is unlikely that I will remain with this organization for much longer.					
9. There are many job opportunities available to me outside this organization.					
10. I feel confident that I could find a new job quickly if I decided to leave this organization.					

Thank you for your participation! Your responses will be valuable in helping to understand the impact of Human Resources on organizational performance.

ETHICAL COMMITTEE APPROVAL FORM

REPUBLIC OF TÜRKİYE
TOKAT GAZİOSMANPAŞA UNIVERSITY
THE DECISIONS OF THE ETHICS COUNCIL FOR THE RESEARCH
IN SOCIAL AND HUMAN SCIENCES

THE DATE OF THE DECISION	SESSION NO	THE NUMBER OF THE DECISION
21.05.2024	09	01-32

The University Ethics Council for the Research in Social and Human Sciences convened under the presidency of Prof. Dr. Nail YILDIRIM.

DECISION 09.26- The act dated 06.05.2024 and numbered 426461 by The Directorate of Graduate School of Education was discussed.

It was unanimously decided that the applications to be performed and the data collection tools to be used by the researchers whose details are given below conform to ethical principles.

THE TYPE OF THE RESEARCH STUDY	Master's Thesis
THE TITLE	The Impact of Human Resource Department on Organizational Operational Performance Research in Somalia
THE THESIS ADVISOR/ AUTHOR	Prof. Dr. Yücel EROL Hodo Saeed SALAH (Department of Business Administration)
THE OPINION OF THE REPORTER	ADEQUATE

Prof. Dr. Nail YILDIRIM
The Chairman of the Ethics Council
(Signature)

Prof. Dr. Mehmet Serkan UMUZDAŞ
Vice Chairman
(Signature)

Prof. Dr. Emine ÖĞÜK
Member
(Signature)

Prof. Dr. Muhittin DEMİRAY
Member
(Signature)

Prof. Dr. Mehmet KARGÜN
Member
(Signature)

Associate Prof. Dr. Tuğba KILIÇER
Member
(Signature)

Associate Prof. Dr. Hüseyin Baha ÖZTUNÇ
Member
(Signature)