

THE IMPACT OF JOB DEMANDS-RESOURCES AND PERSONAL
RESOURCES ON EMPLOYEES' JOB PERFORMANCE IN
TELECOMMUNICATION ENGINEERING SECTOR

ABDIRAHMAN MOHAMUD SHIRE

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“Special to my dear mother Hawo Jama Ali for her prayers and support for me. Not to forget for my lovely wife, Sadiya Ahmed Mohamed, your support keeps me up alive and my lovely kids, Mohamud, Munir, Maria, Mawadda, Muhsin and Mukhtar”



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ABSTRACT

Recently, research on job performance of employees of Telecommunication sector in Africa has received considerable attention, both in theory and practice. The job demands in Telecommunication sector has been reported to cause turnover intentions in employees, eventually leading to a decrease in job performance. The importance of this context is that, there is a growing interest in identifying ways to improve employees job performance. Therefore, this study aimed to examine the role of job demands-resources and personal resources on job performance of the employees of Somaliland Telecommunication companies. Specifically, the study aimed to identify the job performance level of employees in Somaliland telecommunication technology sector; to examine the influence of job demands-resources and personal resources on affective commitment, turnover intentions and work engagement of employees in Somaliland telecommunication technology sector; to examine the influence of affective commitment, turnover intentions and work engagement on job performance of employees in Somaliland telecommunication technology sector; to determine the mediating roles of affective commitment, turnover intentions and work engagement on the relationship between job demands-resources and personal resources with job performance of employees in Somaliland telecommunication technology sector. Data were collected from employees (N = 210) in Somaliland Telecommunication sector. This study is quantitative and it employs partial least squares structural equation modeling (PLS-SEM) to validate the research model to test the relationships being hypothesized. The study found the level of employees' job performance to be moderate and a direct significant relationships among the tested variables. In addition, the multiple mediators of the study such as affective commitment, work engagement and turnover intentions are found to have partial mediating effect between JD-R model and job performance. Finally, the discussion of the findings, implications of the study, recommendations of the future work and conclusions were also discussed.

ABSTRAK

Kajian ini menyelidik peranan sumber permintaan pekerjaan dan sumber peribadi terhadap prestasi kerja kakitangan sektor teknologi telekomunikasi di Somaliland. Objektif kajian ini adalah: untuk mengenal pasti tahap prestasi kerjakakitangan sektor teknologi telekomunikasi di Somaliland; untuk mengkaji pengaruh sumber permintaan pekerjaan dan sumber peribadi terhadap komitmen afektif, niat perolehan dan penglibatan kerja kakitangan di sektor teknologi telekomunikasi di Somaliland; untuk mengkaji pengaruh komitmen afektif, niat perolehan dan penglibatan kerja terhadap prestasi kerja kakitangan di sektor teknologi telekomunikasi di Somaliland; untuk menentukan perantaraan peranan komitmen afektif, niat perolehan dan penglibatan kerja terhadap hubungan antara sumber permintaan pekerjaan dan sumber peribadi dengan prestasi kerja kakitangan dalam sektor teknologi telekomunikasi di Somaliland. Saiz sampel terdiri daripada 210 kakitangan dari empat syarikat seperti Telesom, Somtel, NationLink dan SomCable. Para pekerja diminta untuk melengkapkan borang soal selidik kajian, yang mengandungi semua skala pembolehubah yang dicadangkan dalam kajian ini. Kajian ini adalah kuantitatif dan menggunakan permodelan Persamaan Struktur Kuasa Dua Terkecil Separa (PLS-SEM) untuk mengesahkan model penyelidikan bagi menguji hubungan yang dihipotesiskan. Kajian mendapati tahap prestasi kerja kakitangan adalah sederhana. Kajian juga mendapati hubungan langsung yang signifikan antara pemboleh ubah yang diuji seperti, permintaan pekerjaan, tugas dan sumber peribadi, komitmen afektif, penglibatan kerja dan niat perolehan, dengan prestasi kerja kakitangan. Di samping itu, perlbagai pengantara kajian seperti komitmen afektif, penglibatan kerja dan niat perolehan adalah didapati mempunyai kesan pengantaraan separa antara permintaan pekerjaan, tugas dan sumber peribadi dengan prestasi kerja kakitangan. Akhir sekali, perbincangan mengenai penemuan, implikasi kajian, cadangan perambahbaikan dan kesimpulan juga dibincangkan.

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LIST OF SYMBOLS AND ABBREVIATIONS



ABS-	Absorption
AD-	Attention Demands
COR-	Conservation of Resource (theory)
CP-	Contextual Performance
DED-	Dedication
FB-	Feedback
JP-	Job Performance
JS-	Job Security
OBS-	Organization-Based Self-Esteem
OP-	Optimism
PSD-	Problem Solving Demands
QD-	Quantitative Demands
RD-	Responsibility Demands
SE-	Self-Efficacy
SV-	Skill Variety
TI-	Task Identity

TP-	Task Performance
TS-	Task Significance
VG-	Vigor
WE-	Work Engagement



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CHAPTER I

INTRODUCTION

1.1 Introduction

In 18 May 1991 Somaliland leaders confirmed its independence from Somalia and immediately after that declaration the segregation of both Somaliland and Somalia came to the forefront of the worldwide news. Somali National Movement (SNM) front-runners and delegations of all tribes living in Somaliland organized a general conference of all Somalilanders and it took place in Burao in 1991. With the help of consecutive clan conferences, Somaliland has managed to establish relatively workable organizations which led to the rebuilding of a state primarily engaging its natural resources. The country was therefore, described as 'a haven of peace and stability compared to Somalia'. Nevertheless, Somaliland's success was dwarfed due to the absence of worldwide recognition of its country-hood. The country has a long coastline 850 kilometers and covers an area of land of 137, 600 square kilometers. The total population of Somaliland was estimated around 4 million people in 2012. Majority of

the population are pastoralists; which make up around 55% and the remaining of the people are divided as inhabitants of urban and rural areas. Figure 1.1 depicts the map of Somaliland.

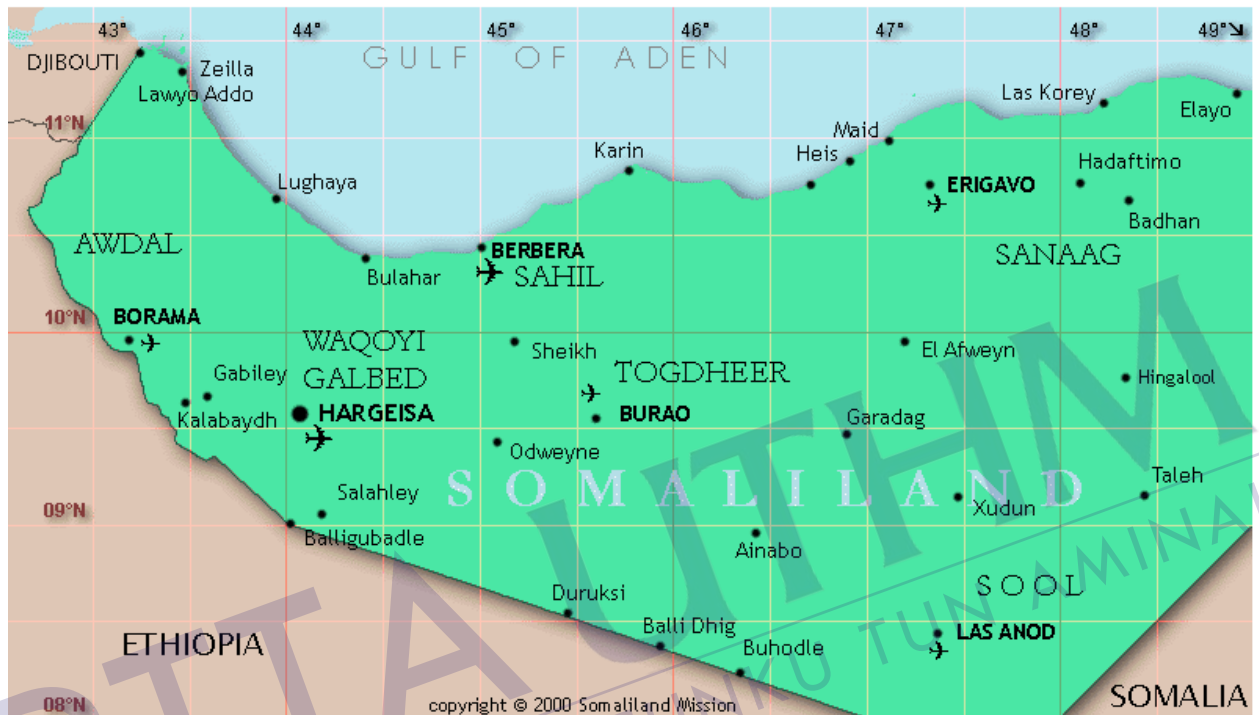


Figure 1.1: Republic of Somaliland

As it can be seen in Figure 1.1, there are six main regions in Somaliland including Sanaag, Sool, Togdher, Sahil, Marodijeeh and Awdal. Somaliland also contains more than 30 districts. The capital and largest city of the country is called Hargeisa. It was also the administration center of the British colonial system in 1941. The other Somaliland's major cities are Las-Anood, Erigavo, Burao, Berbera and Boroma.

After 1991, Somaliland has made a good start in developing a competitive telecommunications sector to respond to the needs of the Somaliland people (Small Globe Solutions report, 2015). Somaliland's telecommunication system is reported to be one of the most advanced systems in East Africa (Central Intelligence Agency 2016). The transformation of Somaliland through economically, socially, culturally and

politically has started in 1991 after its independence from Somalia. There are several factors in which the economic development of the country dependent on such as the capitalists markets, the natural resource of the country, and its cultural and political preconditions (Ismail, 2017; Central Intelligence Agency 2016). The country succeeded to achieve reasonable measures of stability and economic development for more than twenty years.

Recently, Somaliland has achieved remarkable success with regards to its Telecommunication sector development. Knowing that understanding the economic progress and the technology of the nation generally comes hand in hand. The Telecommunications Sector is one of the examples of Somaliland success, but also an example where minimum regulatory framework would be needed to expand business opportunities and lower transaction costs for companies operating in this field. There are several mobile telecom operators in the country, with strong competition among them which has led to the availability of relatively cheap telecom services in the region. The present research's data is drawn from the employees of the Somaliland Telecommunication companies. In the discussion of job demands, job resources and personal resources, and their relationships to Somaliland Telecommunication employees' job performance. It is essential to understand the background issues, such as history and the roles played by the shareholders in the various institutes.

There are numerous telecom companies in Somaliland, with tough competition between them. That competition between the companies has led to the obtainability of fairly cheap telecommunication services in the country. The main Telecommunication companies including Somtel, Telesom, NationLink and SomCable. These companies offer a wide range of services including internet services (DSL, GPRS, 3G, Edge Modem and video-conferencing), mobile telephone land line services. Most of the country has now internet and telephone services. The Postal service is in the process of restoration. Presently, there are a number of private courier services in operation including HILAAC and DHL.

The private sector, by default took over a crucial role in Somaliland's economy and service delivery, to deliver telecommunication services (a sector previously held within the domain of the centralized government). By doing so, the telecommunications sector went from being a state-run monopoly with limited fixed wire connectivity to a wireless decentralized and competitive private sector initiative. Initially a laissez-faire environment existed and barriers to entry were nullified and created a truly competitive economy which brought down significantly the costs to the Somaliland people and enabled greater access and usage. By borrowing foreign jurisdictions, the telecommunication sector was able to establish international connectivity which connected Somaliland with the outside world. "Through the development of the telecommunication sector, it opened and expanded communication lines; beyond political, ideological, geographic or clan and class divisions. Telecommunications facilitate social and political links, strengthening social and human capital, and enhance regional cooperation, which play an important role in fostering reconciliation and deepening peace.

Despite the efforts being carried out by the Somaliland government in developing and enhancing the Telecommunication sector, there are performance issues particularly with respect to efficient and effective services that are still plaguing the employees of the sector specifically and the Telecommunication industry generally. There is particularly a growing concern about the poor job performance of the employees in Somaliland Telecommunication sector (Small Globe Solutions report, 2015). As such, poor job performance of employees will have a significant influence on Somaliland Telecommunication sector. Because the issue of poor job performance among employees is critical to be addressed effectively, a scientific investigation is warranted particularly to understand the factors that are perceived to be hindering employees' job performance so that appropriate strategies to improve the job performance of employees can be formulated and developed.

Based on the growing concern about the poor job performance of the employees in Somaliland Telecommunication sector (Small Globe Solutions report, 2015), the

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