

**THE PERCEIVED INFLUENCE OF KNOWLEDGE
MANAGEMENT ON EMPLOYEE RETENTION IN UNIVERSITY
OF SOMALIA**

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DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose

Signature

Date

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D64/84684/2016

This project has been submitted for examination with my approval as university supervisor

Sign.....

Date.....

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DEDICATION

I am dedicating this study to my dear late father OMAR for his encouragement and support and my loving mother FATIMAH for her inspiration which is priceless and continuously filled me with the reason to complete this research project and also my sisters SAGAL and FAIZA for their support and encouragement which made my study a success.

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ABSTRACT

This study aimed at determining the perceived influence of knowledge management on employee retention in the University of Somalia. This study was guided by one objective which is to establish the influence of knowledge management on employee retention in university of Somalia. The study utilized a case study in which 41 respondent of top management by the University of Somalia. The research used a questionnaire filled and analyzed using a descriptive statistics including frequencies and percentages which were presented inform of tables. The result of the study found that well defined knowledge management practices and policies help improve employee retention. The study also established that knowledge management helps employee learn in the organization hence contributing to employee retention. The study further found that through knowledge management it influences employee retention by giving them updated change in education by sharing best practices. The study also found out that there were more male employees then female employees working at the university. The study also found out that well defined knowledge management plans and punctures improves the retention of the employees at the university. The study concluded that knowledge management has influence on employee retention. The study also concluded that the University of Somalia uses knowledge management as one of strategies of ensuring employee retention. The study further concluded that universities knowledge management helps employee to learn which contributes to employee reunion, the study recommended that the management needs to ensure effective communication of knowledge management policies their employees this will ensure that employees understand what is expected of them hence a avoid anxiety. Another recommendation is that the institution through its management should have well established knowledge management planning and procedures which will eventually increase the retention of employees in the university. The study recommends that the management should involve all the employees on matters knowledge management to ensure that they are aware of new innovative ways of acquiring knowledge.

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LIST OF ABBREVIATION

KM	Knowledge Management
ER	Employee Retention
HR	Human Resource
HRM	Human Resource Management
UNISO	University of Somalia
IT	Information Technology
KP	Kenya Power
NOC	Notational Oil Corporation

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

As a phrase knowledge management become common in its use in the late 1980s and meetings about the topic has started. Books were issued, subsequently the phrase started to appear mostly in business-oriented papers. In order to create a client stander the important key feature is knowledge management. For this reason knowledge is considered as a tactical source for the company. The company must have a good understanding on knowledge formation, circulation and its application with in the company, in the use of knowledge management in order to to its fullest (Ipe, (2003); Hooff and Huysman, 2009).

On the other hand employee retention is a complicated concept and there is no single formula for retaining the employee within the organization. ER comprises taking steps to encourage employee to stay in the company as long as possible Griffeth and Hom (2001). It is important for an employer to hire an educated person for the work, but retaining them is even essential. Previous studies revealed an old employees that is switching with new one increases the costs of operational costs in the form of their recruitment that switching an old employee with a new one increases operational costs in the form of their recruitment, selection, time management, replacement and learning budgets Dess and Shaw (2001).

This study is based on knowledge –based theory and two factor theory of motivation. The theory of knowledge-based that explains how knowledge can be applied to the

organization and gain competitive advantage which is sustainable. The unique possessed knowledge by an organization its operation in running which can be applied to create a sustainable competitive advantage as knowledge it may not be easy or something that can be replicated. An organization can ensure how it postulates acquisition of knowledge which is appropriate so that it can be stored and retrieved whenever is needed for competitive purpose On the other hand the two factor theory of motivation stipulated by Herzberg (1966) got a well-known consideration for having good method for motivating employees. The theory comprises hygiene and motivational factors, these factors were investigated by many researchers who revealed various outcomes.

University of Somalia (UNISO) was started in (2005). It is a non-profit private institute of higher education situated in the capital city of Somalia Mogadishu. Also it has a branch in nearby city EL-sha Biyaha. It is recognized and accredited by the Somalian minister of education. UNISO started as small institute and now it developed to one of the finest universities in Somalia. It offers many programs and different courses to student body of more than 6000 students per year. It offers higher education degrees including diploma, bachelor and master degrees (uniRank).

1.1.1 Concept of Perception

The practices and methods by which we interpret and understand on impressions of our sensory to give our environment meaning defined as perception. The process is often particular in nature, because it is not an exact recording of the situation or the event. Perception as a term is the way we comprehend the surrounding environment. Collection of the information is done through our sense organs; however perception will interprets and add a meaning to these information signals Gray, Young and (Waytz 2012). When

moral agent someone is perceived, automatically the observer for the agencies capacity which simply implies doing can bring attributions of corresponding along with intentions (Knobe2003).

Perceptions by group minds greatly shape and influence moral behaviors like sacrifice for one's organization, country and believes and also prioritizing group concerns before individual interests (Rao 2012). Perception of learning and development on employee retention may differ from one employee to another and from one organization to another. It is for this reason that people will build their moral judgment not on particular action of quality but on the view of the actor to be bad person or good person (Pizarro and Tannenbaum 2011).

1.1.2 Knowledge Management

The knowledge management importance has grown extensively in this contemporary environment. In environment that we are living in now are very dynamic, by using the prior information, organizations are creating strategies and management innovations which are new. To organize and document the data is important. The wisdom and experience of the old expert employee can be kept to teach the new employees. In these last year's knowledge is treated as the main asset of management through the procedure of development, recognition and management of the company. Thus knowledge is a mixture of information and practice (Rizwan, Muhammed and Yasin 2012).

The definition of Dilnutt (2013), mentions that knowledge should be intellectual capital within the company to form a superior value, increase productivity and create a sustainable competitive advantage. For this matter, we can say that knowledge

management is a resource, created to guide strategy procedures within the company, and the support of the IT that the companies learning and growth. Thus recommending that knowledge management is progressively becoming a main resource point for the company. According to Delong and Fahey (2010), for the company to stay competitive knowledge management has to be considered as the key strategy.

Knowledge management involves various strategies and practices for keeping experience, ideas, visions and communications with in a company. The results are different from organization to another building upon their tactics, techniques and approaches of knowledge management (Darroch 2005). Ibrahim and Reid (2009) suggested that it's important that the organizations form a maintainable competitive benefit of knowledge management. Additionally KM resources assist the development of business procedures. Companies can minimize business-processing period easily due to sharing top practices. Also conversations and discussions that can create valuable knowledge, budget minimizing, forecast and saving can improve business processes. (Argote and Ingram 2000) promoted that business challenges that knowledge management addresses and increases responsiveness of the customer. This can be through accomplished the making of services and products innovative and managing or increasing the connections with the associates, suppliers, new and existing customers.

1.1.3 Employee Retention

The definition of employee retention is the ability of the company to keep its workers using different approaches to make them stay loyal and have a commitment to the organization. If the administration is more supportive it will create a committed employee. To have an influence in the organizational policies is main views that the

employee have, in the contrary where employee feels vulnerable by administration mainly they tend to have the maximum turnover (Bluestein 2010).

Burrows (2012) revealed that employee might leave one job for another one or switch to a similar company also hold similar position if they feel safer and recognized in such organization. Retention of the employee is contemplated as a multilayered element of the human resource policies in the organization. It starts by hiring the right personnel and have multiple plans for them to stay devoted and loyal to the company (Mahal 2012). As a result, for the organization to stay competitive they must prepare workers which are focused, well equipped, dedicated to their work and have the skills. This means human resource management's main role is to implement and to make the employee retention practice. The perception of employee retention is not just to retain an individual or few workers instead it is the future of retaining competitive sustainability of the best effective manpower which are the key asset to any organization (Lawler 2001).

It is highly essential to motivate the employee and make them perceive a positive attitude toward the company in order to keep them in the organization. The social exchange theory is used in such settings for employee retention, which expresses that nature relationship between the employer and employee extend beyond exchange of objective resources like salary, service and data. It should involve social and emotional resource exchange, such as acceptance, support and respect (Eisenberger 2002).

1.1.4 University of Somalia

University of Somalia is the organization which will be studied in this project. This institute was established in 2005 by group of independent scholars. It is located in the

coastal capital city of Somalia (Mogadishu). The university also has a branch in the neighboring county El-sha-biyaha. It provides a higher education to student body of more than 6000. The courses that the university offers are different and it geared mainly toward meeting the local demands. The human resource management policy and staffing always targets to get the most qualified persons for all academic and administrative positions.

UNISO homes bright educators, which inspire and motivate students that comes from all regions of Somalia. The health science program of the university is the largest in Mogadishu followed by business administration and computer science. Their next step is to achieve recognition globally. The university encourages both faculty and students to be productive and intellectually passionate to involve their communities in academic research to increase the knowledge and to find an effective solution to the economic, social and political issues that the nation is facing Ismail (uniso.edu.so).

1.2 Research Problem

The accomplishment of the competitive organizations globally, comprising the higher training institutions, depends in their most expert employees, which the organization allocates a lot of money to keep them (Netswera 2005). Retention of the employee includes putting methods in place to encourage workers to stay in a company for the longest period. Wetzels (2006) opined that employee retention implies to the capability of an employer to maintain its workers. In this case, retention gets to be the strategy rather than the outcome. Employee turnover is a huge challenge that has not been resolved. On the other hand knowledge is becoming the power which gives a competitive benefit to the company. To allow the consumption of interior and exterior organizational knowledge in

daily business actions, the organization has to utilize all mechanisms including the creation of a corporate culture (Prusak and Cohen 2001).

Zheng (2008) has revealed the consideration key of regarding KM knowledge, must be used and circulate within the company and kept in its maximum ways of explicit. KM as important should be seen factors enabling innovation learning and its purpose of the company to make more effective and competent, and to be associated with the agenda of the company for the support and reaching organizational aims. Bloom, Canning, and Chan (2006) Stated that education is the foundation on which a country's development is constructed. It is also described as a tool that facilitates better living conditions for the educated individual. However, a debate whether education of higher complement is considered the learning to the lower or an opportunity stages only for those who can afford it is going on. Contextualizing Somalia within the background of the higher education debate is complicated by many factors, including lack of effective government, prolonged devastation, irregular education systems that are various but also unaligned, and the lack of an effective regulating body that caters not only to higher education but to the entire national education program, which has been left for a long time in the hands of the private sector and some international agencies (Mohamed, Monica, and Omar 2015).

University of Somalia has been on receiving end high turnover which they were on trained employees since 2013. The department of human resource reporting as high as 15% attrition of workforce annually a case which raised worries whether it could be something to do with employee retention crisis (Human Resource Report (2016). Despite the huge amount of financial resource spent on knowledge management it's not clear the value it has amongst the employee retention. The university just like other organizations

has both internal and external stakeholders, According to human resource report (2016) it is not clear that the university just like other organizations has both internal and external stakeholders; it has a human resources policy in place but lacks a proper knowledge management to streamline its employee retention activities.

The absence of official government sources related to national education data also contributes to the general conundrums facing Somali education, where inconsistencies exist in government capacity to cope with the effective streamlining of the education sector (Eno et al 2014). This was a clear indication of the downward spiral Somali education was facing this resulted a negative effect on the important supplies and services, involving the access to instructional supplies, construction and conservation of education building, preparation and retaining teachers, and facilitating an effective management and syllabus development (Retamal and Devadoss 1998).

Ali, Mohamed, Abukar and Ilyas (2013) did a study on the association between workers satisfaction and customer retention in Somali organizations and found out that employee satisfaction is influenced by many factors including learning chances, training and resources, in number of telecommunication organizations in the capital city of Somalia. However, the study also found out there is weak positive relationship between satisfaction of the employees and keeping them in the company. It has been observed managers do not pay any attention to what factors satisfy their employees and that will result job dissatisfaction and finally will result in employees' turnover.

Abdi (2016) did study on financial reward and employee retention at Simad University in Somalia and found out that there are a few associations between basic salary and

employee retention as well as annual bonus and employee retention. The study indicated that basic salary and annual bonus do not influence staff retention they may leave or stay at the university regardless of these two factors. However, according to the study findings there was a weakness in basic salary and the relationship that it has on employee retention. Other studies shown the same result according to Obianuju, Arickwe and Gerld (2017) also found out a weak positive association between employee satisfaction and salary.

Mwikamba and Simiyu (2017) conducted on study Determinants of Higher learning institutions in Kenya and found out that the independent variables have significant the relation between knowledge management and employee retention. The study implied that the independent variables remuneration, training job security and promotion are predictors of the retention level of employees at the Universities. However, there was a clear indication that the steps of retaining employees at the institutions of higher learning have not been fully implemented.

Ali (2015) did study on knowledge management and organizational performance from telecommunication companies in Somalia and found out the process of KM have impact on performance in a positive way in the organization, knowledge creation, knowledge sharing, knowledge utilization, knowledge storing and good effect on performance in information of the company and organizational elements in the study. However, in order to enhance KM on perception of the understanding the organizations staff performance, KM should undertake trainings in house management.

Rizwan, Muhammad, and Yasin (2012) did a study on the how knowledge management practices influences the performance of the company in Pakistan, their result showed that three factors are considered to effect KM within the companies, the factors are organizational change organizational learning and knowledge sharing. However, KM system has definite limitations such as language, social behaviors, political and environment. University of Somalia unfortunately did not conduct any studies that are related to employee retention or knowledge management thus this study will be first of its kind, In these view of identified gaps the study attempts to answer the question of the research which is what is the perceived influence of KM on employee retention in university of Somalia?

1.3 Research Objectives

To establish the influence of knowledge management on employee retention in university of Somalia.

1.4 Value of the Study

Findings and recommendations from this study will be adding a value in future building capacity and formulating policies which are relevant in increasing knowledge management and its impact for employee retention. The university of Somalia management will benefit from this study through understanding their knowledge management and how much influence it has on employee retention also understanding the factors and challenges affecting the employee retention in the institute. Other institutes and organizations will also learn and understand more on employee retention through knowledge management and as an outcome the organizations will make a good strategy for them to retain their outstanding employees on the competitive market.

The study will also be of a great interest to the human resource management and the division of administration as well as to the researchers. It can improve the administration policies which will have different forms of benefits to the employee and link the employee benefits with the retaining of the staff, which eventually increases organizational productivity. In addition it will allow other companies to identify which knowledge management practices will motivate the employee to remain within the organization, and it will be an insight to formulate the employee retention policies by the HRM who wants to come up with good retention procedures and adopt these policies within the organization to retain the employee and reduce the staff turnover.

Researchers and academicians will also benefit from the study who will borrow thoughts from the research and also it will be used as basis of further studies. And also the value of this study will add to the already existing theories. Students will also benefit from the study as it will help them to link the knowledge management and employee retention.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will be discussed about related literature review of the study. It includes theoretical foundation of knowledge management and employee retention. It also summarizes the information from other researchers and scholars published recently or considered as classic articles in the field.

2.2 Theoretical Foundation

This research study is guided by two theories. There are the knowledge-based theory and two factor theory of motivation.

2.2.1 Knowledge-Based Theory

This theory by Grant (1996) was approached and viewed knowledge as an organizational capital that acquires genetic features. The strategic of knowledge-based theory in its orientation, focuses on improving the overall organization performance through identification new ways in an informed manner which meets the customer expectation (Fricke and Faust, 2006). Knowledge is introduced and carried around by different individuals who include culture, systems, organizational identities, documents, employee's policies and schedules. Knowledge as demonstrated in human beings has been always performance to the central of the organization. Knowledge –based theory accepts new what organization as knowledge desire to in order to exceed others with in the industry. (Malik and Malik 2008). Knowledge management movements will help the company in achieving, accumulating, and also apply for the processes of knowledge such

as solving problems learning effectiveness, planning of the strategies strategic planning and making decisions (Takeuchi and Nonaka 2004). In addition, that km has the power to assure creative assets from degeneration and loss (Lang2004). Knowledge resource should be continued managed so as to advantage of their competitiveness whence current asset are decreased or changed. Knowledge management as context. Knowledge management boosts the organizations implication strategic (Werner and Wized 2004). In extension Grand (1996) acclaimed that aspect of knowledge-based is based on tacitness which is used by companies in building unparalleled competitive advantage because of its narrow transferability (Spender 1996).

2.2.2 Two Factor Theory of Motivation

This study was also guided by Herzberg Two Factor Theory, also it referred to motivation-Hygiene Theory (Herzberg1996). There are two appointed factors appointed which the theory hypothesizes and also differ in their effects on the work at their employees. These are hygiene factors and motivation factors. The motivation factors are work factors that boosts motivation but whose absence does not essentially result in dissatisfaction when conferred to personal at an adequate level. The originally known Herzberg's hygiene motivation theory (the two factor theory); has shown a large consideration due to having a well- established accesses to motivate the employee. Herzerg thinking's hygiene and motivational factors to be conducted as independent two dimensions which affect different conditions of occupational satisfaction. His beliefs was contravening to the old process of investigating employee work dissatisfaction and satisfaction as a disputed the continuum of same ends (Herzberg1966). Two factor theories was father addressed by many other scholars and found completely different

results. Some scholars discussed and argued that with their evidence that the hygiene factors announced by Herzberg (1966) are in case motivational factors. The theory has limitation that the results can differ if the assessment is done different organizations. The factor known that prevents employees dissatisfaction is (Hygiene) although this does not lead to satisfaction neither has an effect on satisfaction rate of someone's job. The aspect has been blasted whereby some of the blasts argued that motivators and hygiene factors are separate factors introducing plainly different continuum. Also the belief that hygiene factors specifically remuneration cannot be used to motivate workers (cherrington1989). From Herzberg two way theory and sought was researched by the extent of the study to which the study to establish knowledge management influences on employee retention.

2.3 Empirical Review and Research Gap

Previous studies on the association between RE and KM revealed that there is significant and strong importance of the support of designing and developing many km tactics and practices with in the factors that the study mentions including: human resource policies, learning orientation culture and orientation of the knowledge.

Mokhtar and Narjes (2015) did a study on the relationship between km and employee retention. , their study stated that the employees are probably to remain in a company that is providing the above. Supporting the role of leaders as instructors and coaches through motivations with also managing the time to perform those positions will improve their satisfaction in terms of professional accomplishment; as this is a positive retention factor widely identified in previous studies. This study established how the three sets of strategies and tactics work and act on each other. Organization's top leaders have an

essential role because their recognition and embracement of knowledge management have a positive and great strategic competitive advantage and it is crucial for an education principles and particular HR practices.

Riko, Vasja and Gabrijel (2013) did a study on knowledge management between turnover Micro and Small start-up Organizations in Slovenian did a study on and the results was that good management and provision of knowledge will always to great performance and to greater consequently employee satisfaction. Thus that, knowledge management has an influence which is positive on small and micro turnover companies which are parks of technology of Slovenian members. Farther more, the analyzed that they did found out that there is a statistical correlation between the independent and dependent variables which are (influence of human influence and technology and (KM); external and internal influences) on dependent variables (the turnover of the employee) with the help the method of multiple regression.

Osmarina and Sandra (2017) did a study on as determining knowledge management factor of the professionals of retention in the organization and the results were that characteristics which is in the company of the researched that made visible to the direct efforts in order to remain their talented employees , since the contributes of the organization the creation of development and work of regional of their surroundings. The factors that knowledge management of the study showed that explicit and via tacit are crucial for the company to retaining professionals. However the findings cannot be generalized for the company the generated visibility on the management of their future actions in order to remain their talented employees and in order to disseminate knowledge and create the manner of more sensitive in seeking innovation.

Mokhtar and Narjes (2015) published a paper on the association between KM and employee retention and whether knowledge management inspires employee retention. Deployed in the study were company KM, workers retention, strategic employee knowledge, and human resource management, it explored that they contributed powerfully in developing the workers prospective to remain within the company. Additionally strong optimistic inter-association was seen between knowledge management and employee retention. In the end, the conclusion was implementation that of knowledge management practice increases the ability of the company to retain the workers.

Mariam (2014) the study established the perceived relationship between organizational performance and retention practices at National Oil Company of Kenya. Study found out that 80% of the practices of retention are practiced moderately at NOC. Herzberg two factor theories with the line who contended that as long as the employees need are satisfied and motivated them will be committed to their work and it will increase performance in the organization. It is perceived that employees are not settled by majority of them that means that they are still hanging of the fate whether to stay or leave the organization. The level of education showed that the respondents were undergraduates to understand employee retention the requisite academic they had practices that the organization need to offer 52 employees to ensure the ultimately and the commitment in order to achieve good performance. The respondents implied that the capacity to give repose that have quality for the study purpose the study highlights on the employee retention that NOC has a criteria which is moderate for selecting the candidate who meets the demands of the work in terms of their attitude, behaviors and skills, However the structured use of interview instrument increases the reliability and validity is not largely used at NOC.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodological framework that is used to find an answer. To the research question it contains the following areas: research design, data collection procedure and data analysis to the research question.

3.2 Research Design

A case study design is used in this study. This design attempts to identify the relationship between knowledge management and employee retention in the University of Somalia. A case study presents detailed assessment of a personal, institution, or experience the purpose was to determine the relationship and the factors of some behavior that is resulted under study. A conclusion and convenient that informs recommendation of the data analysis in systematic manner is important for the case study (Cooper and Schindler 2006).

3.4 Data Collection

Primary data is collected from all the management members of the university who are responsible for the questionnaire in this project. The data is collected through a Likert type questionnaire. The questionnaire consists of two parts, part- one is on socio-demographic information; part two examined the perceived influence of KM on ER in the University of Somalia. The data is collected from all the chairman of the departments which are 9 , the Deans which are 8 the officer in charge of Human Resource

Management which are 19, Deputy vice chancellor which are 4, and vice chancellor which is 1, and its total of 41.

3.5 Data analysis

A questionnaire is cleared for completeness and consistency. Data is analyzed using descriptive statistics such as means standard deviations, percentages and frequency distribution. Results are presented in tables as appropriate.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data analysis, results and discussion on the findings of the study. It entails various subsections including response rate, demographics of the respondents and the influence of knowledge management on employee retention analysis using descriptive statistics.

4.2 Response Rate

The researcher issued 41 questionnaires to the respondents through mails. All the 41 questionnaires were scanned and returned back to the researcher. This is a response rate of 100%. According to Mugenda and Mugenda (2009), response rate of over 30% is considered sufficient for data analysis and generalizability. Therefore, the response rate of this study has met this threshold hence fit the data for analysis.

4.3 Demographics

Background information about the respondent was collected. This includes their age bracket, gender, length of service at the university and their position. This was deemed important because the research would assess how eligible the respondents are to participate in the study.

4.3.1 Gender of the Respondents

Table 4.1 shows the gender distribution of the respondents

Table 4.1: Gender Distribution

Gender	Frequency	Present
Male	29	70.7
Female	12	29.3
Total	41	100.0

Based on the results presented in table 4.2 above, 70.7% of the respondents were male, while female were 29.3%. This shows that majority of the male are working at the university of somalia.

4.3.2 Length of Service

The respondents were asked to indicate how long they have worked at the university. The results are presented in table 4.2 below.

Table 4.2: Respondents Length of Service

Period in Years	Frequency	Percent
0-5years	19	46.3
5-10years	17	41.5
Above 10	5	12.2
Total	41	100.0

Results in Table 4.2 above, show that 46.3% 3% of the respondents of the respondents had worked for the University of Somalia between 0-5years which is also the highest percentage. This is followed by 5-10years which had a percentage of 41.5% respondents who have worked for the University for more than 10 years had a percentage of 12.2% which had the least numbers.

4.3.3 Respondents Position

Data was collected on the positions held by the respondents. The results are as shown in the table 4.3 below.

Table 4.3: Position of the Respondents

Positions	Frequency	Percent
Dean	8	19.5
Chairman	9	22.0
Human Resource Officer	19	43.9
Deputy VC	4	9.8
VC	1	4.9
Total	41	100.0

As indicated by the results in table 4.3 above, majority of the respondents were Human resource officers with a percentage of 43.9%, followed by chairmen of departments (22%), Deans (19.5%), Deputy Vice Chancellors (9.8%) and the least is the Vice Chancellor with a percentage of 4.9%.

4.4 Influence of Knowledge Management on Employee Retention

The respondents were required to respond on a five-point Likert statements ranging from

1 strongly disagree, 2 Disagree, 3 Neutral, 4 Agree and 5 strongly Agree. The results are as presented in table 4.5 below

Table 4.4: Influence of Knowledge Management on Employee Retention

	Minimum	Maximum	Mean	Std. Deviation	Coefficient of Variation
The Use of KM helps share best practices and share increase in the retention of employees in the University	2.00	5.00	3.54	0.71	0.20
Employees retention increases when well managed KM practices are implemented	2.00	5.00	3.66	0.79	0.22
Well defined KM practices and policies helps improve employee's retention at the university	2.00	5.00	3.83	0.74	0.19
Implementing KM results in sharing best practices that have influence employee retention in the university	2.00	5.00	3.51	0.71	0.20
KM training and development practices have influence on employee retention in the university	3.00	5.00	3.63	0.62	0.17
Well identified KM planning and procedures improve the retention of employees in the university	2.00	5.00	3.71	0.84	0.23
University's well formalized of transforming best practices of KM has influence on retention of the employees at the university	3.00	5.00	3.68	0.72	0.20
University's KM helps employees to learn in the organization and this contributes to the employees to stay longer in the university	3.00	5.00	3.80	0.75	0.20
The use of KM best practices helps the university to increase employee's retention of its employees	3.00	4.00	3.61	0.49	0.14
University's KM influences employee's retention by giving them updated changes in education by sharing best practices	3.00	4.00	3.68	0.47	0.13
Grand Mean			3.67	0.69	0.19

As shown in table 4.4 above, the mean standard deviation and coefficient of variation of the influence of knowledge management on employee retention is presented. The grand mean of the influence of knowledge management on employee retention is 3.67 with a standard deviation of 0.69. This means that to moderate extent knowledge management influence employee retention at the University of Somalia since the mean is more than half. The grand coefficient of variation is 0.19 which means that the dispersion of the respondents' answers is very low. It means that the respondents did not differ much in their responses to the statements provided.

From the table 4.4, the statement with the highest mean is "Well defined knowledge management practices and policies at the university has helped improve employee retention", with the mean of 3.83 and standard deviation of 0.74. The statement with the second highest mean is "University's knowledge management helps employees to learn in the organization hence contributes to employee's retention", with a mean of 3.80 and standard deviation of 0.75.

On the other, the statement with the lowest mean is "Implementing knowledge management results and policies has helped improve employee retention", with the mean of 3.51 and standard deviation of 0.71. The statement with the second lowest mean is "Use of knowledge management practices has helped in employee retention", with the mean of 3.54 and standard deviation of 0.71.

Another statement that had quite a high mean is "Well identified knowledge management planning and procedures improve the retention of the employees at the university", with a mean of 3.71 and a standard deviation of 0.84. The statement that "University's well

formalized of transforming best practices of knowledge management has influenced employee retentions had mean of 3.68 with standard deviation of 0.72. Another statement with the same mean of 3.68 but a lower standard deviation is “University’s knowledge management influences employee’s retention by giving them updated changes in education by sharing best practices”.

The statement “Employees retention increases when well managed knowledge management practices are implemented at the university”, had a mean score of 3.66 and standard deviation of 0.79.

“Knowledge Management, Training and development practices have influence on employee retention at the university”, had mean score of 3.63 with a standard deviation of 0.62. Another statement responded to by the respondents is “The use of knowledge management best practices helps the university to increase employee’s retention” with a mean of 3.61 and standard deviation of 0.49.

4.5 Discussion of Findings

The study findings show that there are more male employees than female employees working at the university and it was expected at the University of Somalia. This is because there is strong cultural background at the study’s context. The culture deters female from being seen in public and hence explains why there are fewer female employees than their male counterparts. These results have been supported by the findings of a study done by Potvin et al(2018) which found out that women are less represented in institutional academic leadership. This is also supported by the findings of Novich et al (2018) who found out that gender composition of the police force creates an

inherently unfair system since female police officers were few compared to male police officers.

The study finding that majority of the respondents had a length of service of 0-5 years while very few had worked with the university for over 10 years is in line with the findings of a study done by Folashade et al (2016) who found out that length of service has no significant influence on attitude to work in an organization. This is also in line with a study done by Oshagbemi (2000) who found out that length of service in higher education is not statistically significant to job satisfaction.

The finding that well defined knowledge management practices and policies help improve employee retention has been supported by literature. This can be elaborated using the study findings of Vasja et al (2013) who found out that knowledge acquisition and knowledge transfer had a statistically significant effect on employee turnover. Ranjbar and Amiri (2015) study on knowledge management and its relationship to employee retention also supports the findings of this study since the results of their study found out that knowledge management is positively correlated to employee retention.

The study findings also indicated that the university's knowledge management helps employees to learn in the organization hence contributing to employee retention. This is true and it is supported by literature evidenced by a study done by Bulitia, Wanjala and Mwangi (2018) who found out that knowledge management has a significant positive relationship with employee retention in sacco at Murang'a County. Their study established that knowledge management practices that were largely in operation in sacco Muranga county, were documenting of knowledge experienced staff sharing information

with less experienced staff which reduced employee turnover. Another study that supports this finding is that done by Kianto et al (2016) on knowledge management and job satisfaction and found out that knowledge management is linked to job satisfaction of employees.

The study also found out that well identified knowledge management planning and procedures improve the retention of the employees at the university. This is true in many academic institutions and has been supported by study findings that were done by Garcia and Coltre (2017) who did a study on knowledge management as a determining factor in the retention of Professionals in the furniture industry and found out that knowledge management influences employee retention.

The study finding that University's knowledge management influences employee's retention by giving them updated changes in education by sharing best practices is supported by the literature by a study done by Chigada and Ngulube (2016) on Knowledge retention strategies at selected banks in south Africa. The results of the study indicated that there was no specific policy guideline on how to retain organizational knowledge of the presence of communities of practice, mentoring and apprenticeship.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discussed the summary of findings, conclusion, recommendations based on the findings of the study, limitations of the study suggestions for further research. All these have discussed in the subsequent sections.

5.2 Summary of Findings

The study's objective was to determine the influence of knowledge management on employee retention strategies. Data was collected from 41 respondents and the response rate was 100%. The study findings indicated that there are more male respondents than female respondents. Also, majority of the respondents had worked for the university for a period of 5-10 years. Also, the study findings indicate that majority of the respondents are aged between 36-45 years. The study findings indicated that well defined knowledge management practices and policies at the University of Somalia has helped improve employee retention. The findings also showed that the University of Somalia knowledge management helps employees to learn in the organization hence contributes to employee retention.

The study findings indicated that implementing knowledge management results and policies at the university of Somalia has helped improve employee retention had the least mean score. This was followed by the statement that use of knowledge management practices helped in employee retention.

5.3 Conclusion

The study concluded that the University of Somalia uses knowledge management as one of the strategies of ensuring employee retention. This is as evidenced by the respondents agreeing to a large extent that the university's practices and policies make the employees remain in the institution. The study also concludes that the university's knowledge management helps employees to learn which contributes to employee retention.

Based on the study findings, it is therefore concluded that the management is aware of the knowledge management strategies and that they use these strategies to ensure minimal employee retention

5.4 Recommendations

Based on the study findings the following recommendations have emanated.

The management needs to ensure effective communication of knowledge management policies to their employees. This will ensure that employees understand what is expected of them hence avoid anxiety.

Organizations need to have in place effective retention strategies so as to ensure that employee's attitude to leave organization is not a thought among the employees. Finding out what employees want or need is one way of understanding them and getting ideas of the kind of strategies that can be put in place in order to ensure employee retention.

The management needs to ensure that employees are trained quite often since it was one of the findings that employees who learn from the organization tend to remain in the

organization. Training the employees therefore will make them stay in the organization hence reduces employee's retention.

Another recommendation is that the institution through its management should have well established knowledge management planning and procedures which will eventually increase the retention of employees in the university

The study recommends to the management to ensure they keep abreast of the changes that affect the academic industry as a whole and keep their employees on the know how always

The study recommends that the management should involve all the employees on matters knowledge management to ensure that they are aware of new innovative ways of acquiring knowledge

5.5 Study Limitations

The study was not without limitations. For instance, only one university was studied, it could have been interesting to study many universities and see if the findings would have been different.

Another limitation is that the study has been done in Somalia where the situation is not stable, it would be interesting to conduct the same study in a more stable conducive environment to see if the results would be different

5.6 Suggestions for Further Research

This was a case study; another study can be done using descriptive survey in many organizations. A different kind of methodology may be interesting to find out if the results would be different

A similar study can be done in another industry probably in a manufacturing industry or banking industry where technology keeps changing quite fast to find out if the results would be any different.

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APPENDIX I: QUESTIONNAIRE

INTRODUCTION

Two major parts constitute the questionnaire; Part one on socio-demographic information and Part two will examine the perceived influence of knowledge on employee retention.

The information you give is solely academic. Responses will be confidential. Respond to the questions according to the rules provided in every part

Part one: Socio-demographic Information

Please answer the following questions by placing a tick (✓).

1) What is your age?

26 – 35

36 – 45

46 – 55

56 and above

2) What is your gender?

Man

Woman

4) You have worked for the company for how long?

Below 5 years 5-10 years Above 10 years

5) Level of position in the company? Dean Chairman Human resource management Officer Deputy Vice-chancellor Vice-chancellor.

Part Two: The Perceived Influence of Knowledge Management on Employee

Retention

Likert scale indicator 1=Strongly Disagree (SD) 2=Disagree (D) 3= Neutral (N) 4= Agree (A) 5= Strongly Agree (SA).

Please indicate your level of agreement with the statements given below.

	SD	D	N	A	SA
1 The use of km helps employees share best practices and have increase on the retention of employees in the university					
2 University's employee retention increases when well managed good km practices are implemented					
3 Well defined km policies and strategies helps improve employee retention in the university					
4 Implementing km results in sharing best practices that have influence employee retention in the university					
5 Knowledge management training and development practices have influence on employees to retain in the university					
6 Well identified knowledge management planning and procedures improve the retention of the employees in the university					
7 University's well formalized processes of transforming best practices of knowledge management has influence on retention of the employees					
8 University's knowledge management helps employees to learn in the organization and this can contributes to their motivation to stay longer in the university					
9 The use knowledge management best practices helps the university to increase the retention of its employee					
10 University's knowledge management influences employee retention by keeping them updated changes in education by sharing best practices					