



Assessing the role of employee orientation on staff commitment in Somtel Bosaso, Puntland, Somalia

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Abstract

The purpose of this study was to assess the employee orientation contribution towards staff commitment at Somtel Bosaso, Puntland, Somalia. Employee commitment is one of the key components of human resource indicators that make an organization perform. The contribution of employee orientation at Somtel, which is a leading telecommunication company cannot be overestimated. Survey and cross-sectional research designs were employed to collect data from 79 Somtel managerial and non-managerial staff using a structured questionnaire. Correlational design was employed in data analysis of data collected from the survey and establishing the significance of employee orientation to commitment in staff at Somtel Bosaso, Puntland, Somalia. Basically, Pearson Linear Coefficient Correlation and regression analyses were employed in the analysis of data. The Results showed a high level of correlation between employee orientation and staff commitment within Somtel Bosaso, Puntland, Somalia, at Pearson correlation of 0.806 and p-value of 0.000 (Sig. = 0.000). The results of regression analysis showed that employee orientation is able to explain 65% (R Square = 0.650) of the variance in staff commitment within Somtel Bosaso, Puntland, Somalia. This shows that employee orientation is an important contributor to staff commitment in Somtel Bosaso, Puntland, Somalia. Through this research, it is proposed that companies should invest in the comprehensive orientation of employees. This ought to go beyond stock onboarding orientation programs but should also involve professional development, career and mentorship alignment tactics. This study also proposes that companies need to include internal market orientation in order to increase employee retention, which promotes the overall performance of a company.

Keywords: Employee Orientation, Staff Commitment

Introduction

Employee orientation is a fundamental component of human resource management, significantly enhancing staff commitment and overall organizational performance. Effective

orientation programs help new employees acclimate to their roles and the organizational culture, promoting a sense of belonging and engagement from the outset (Dessler, 2013).

In the context of Somtel, a leading telecommunications company in Bosaso, Puntland, Somalia, the importance of robust employee orientation programs cannot be overstated. This study explored the effect of employee orientation on staff commitment within Somtel, providing insights that could enhance human resource practices and employee satisfaction.

The link between employee orientation and staff commitment has been well-documented in various organizational settings. According to Armstrong and Taylor (2014), comprehensive orientation programs that cover job responsibilities, organizational policies, and cultural integration are pivotal in fostering employee loyalty and reducing turnover rates. For Somtel, where the telecommunications industry is rapidly evolving, maintaining a committed workforce is essential for sustaining competitive advantage and ensuring operational efficiency.

Furthermore, the socio-economic context of Bosaso, Puntland, adds a unique dimension to the study. As Somalia continues to rebuild its economy, businesses like Somtel play a crucial role in driving economic growth and providing employment opportunities (World Bank, 2020). Understanding how employee orientation influences staff commitment in this setting can offer valuable lessons for other organizations operating in similar environments. It can also highlight the challenges and best practices specific to the

region, contributing to the broader discourse on HR management in post-conflict societies. David (2004) characterizes orientation as the comprehensive process through which a new employee is introduced to their job and integrated into their work group. This process ensures the newcomer becomes a productive, efficient, and satisfied member of the organization. It involves familiarizing the employee with their responsibilities and the organizational culture, facilitating a smooth transition into their new role.

Similarly, Ldama and Bazza (2015) describes orientation as the crucial act of familiarizing someone with their current position in relation to known reference points or detailed situational contexts. This process aids in acclimating the individual to their new environment, ensuring they understand their role and the broader organizational framework.

Literature Review

According to a study by Adamu, Mohammed and Gana (2022), he investigated the influence of orientation on commitment of 46 staff in five companies who were selected randomly. The results according to this study revealed that there was a proof of success in the training programs especially in enhancing the ability of the employees, skills, productivity and efficiency for all the employees in the five companies selected. Also, the respondents agree with the importance of training program and they confirmed that training is the best method used by their companies to convey new skills all training activities are built on the basis of the training and growth programs. Much emphasis has been directed towards needs based training and this puts a direct influence on the efficiency of the employees and their

productivity. Regular reports of appraisal of the employees are used for training and growth to establish the training needs. Employees are frequently given vital inputs through training measures in order to perform their current and future responsibilities effectively. Also worth noting is that at the end of each training program, the trainer's thoughts of the session are always recorded in a record book, indicating that the employee's performance during the training time is important. Both trainers and learners provide timely feedback, which aids in the development of an effective corrective action plan for future training programs.

Employee orientation programs benefit the company by giving employees an opportunity to learn about the fundamentals of the business and their jobs from an administrative perspective, as well as job details and positional benefits. Employees will complete important rules and regulations, obtain and review the employee manual, learn about and sign up for benefits, and become familiar with some very basic aspects of their new position, according to Richards (2019).

An employee handbook and mountains of documentation are no longer adequate, according to Brown (2019), when it comes to integrating a new hire into your company. According to her, the most frequent criticisms of new hire orientation are around how overwhelming, dull, or how much it leaves the new recruit to fend for themselves. She contends that workers believe they were given too much information by the company, which they were expected to comprehend and put into practice in far too short a time. The end result is frequently a bewildered new hire who is not producing as much as he could. In less

than a year, he is also more likely to quit the company.

Contrary to popular belief, orientation for new hires is more than simply an HR initiative. It's a one-time chance to boost employee commitment and launch new hires into high-performance orbit while they work toward organizational goals. The best organizations and companies in the world understand the relationship between orientation of the employees and their commitment towards business execution. This is evident the annual listing that features some of the world top blue-chip institutions as they stand. Over the years, such organizations and companies have created a stakeholder worthy service without fail, developing and arising as leaders in their respective sectors and beyond (Garg, 2020).

Employee orientation is a process used to acquaint new hires with their new jobs and workplace, according to Richards (2019). It provides an opportunity for new hires to acclimate to their new workplace, department, coworkers, and expectations. An effective orientation has several advantages for both employees and the organization as a whole. According to a study by Basin and Zaki's (2016), there is a direct influence of competitive advantage on the performance of banks. This competitive advantage cannot be achieved without proper orientation of the employees which ignites their commitment to the company and progressively contributes to the general performance of the firm.

Joel, Tarus, Kibert & Kimite (2019) carried out study on Orientation on commitment of employees of Small and Medium Enterprises. It was revealed that orientation has a positive correlation to a firm's performance. This in one way or the other enhances the commitment of

the employees as they feel secure with a company that is performing well. In other words, a combination of better technology and orientation programs have an impact on the performance of the firm. The current study was conducted on the role of employee orientation on staff commitment in Somtel Telecom Company Bosaso to address a time, conceptual, geographical and methodological gaps in the field of human resources specifically employee orientation and commitment of staff.

Qahtani (2019) contends that there is positive significant relationship between employee orientation and employee performance in Mogadishu Somalia. Implementing a work rotation system has several benefits, as noted by Adjei (2019). These include the potential for improved product quality, the chance to provide employees with various career routes, and—possibly most importantly—the avoidance of job monotony and stagnation. The primary benefit is that it helps individuals grow personally, which raises their degree of job satisfaction and involvement. Tuei and Saina (2018) in research entitled the effect of employee orientation on staff commitment which explains that management of the banks needs to restructure and redesign their job rotation framework as non-financial motivator to improve development in their organization. The results show that employee orientation had positive regression coefficient on staff commitment.

According to Krutik (2023) in a study on the impact of employee manager relationship orientation and engagement of employees at the work place, a self-report survey was completed by sixty workers from a variety of industries to gauge their degree of engagement,

employee manager relationships, and perceived organizational support. ANOVA was used to examine the role played by employee manager relationship and organization support, and its connection to employee engagement. The findings showed a substantial association between employee engagement and the manager-employee relationship as well as perceived organizational support. Employee engagement was more significantly impacted by perceived organizational support than by the employee-manager relationship. Furthermore, the interaction effect demonstrated that at higher levels of perceived organizational support, there was a larger correlation between employee engagement and employee-manager relationships. These results emphasize the significance of the manager-employee interaction and perceived organizational performance.

Irena and Aneta (2023) conducted a study to examine the influence of the relationship between the manager and employees on their creative activities. The article's scientific goal is to clarify and broaden the conceptualization by highlighting which particular manager-employee relationship elements trust in managers, collaboration and communication with managers, and learning from them determine creative employees' output. The research hypothesis, which states that there is a connection between certain aspects of a manager's relationship with staff members and how well they accomplish creative activities, was developed based on the theoretical portion of the article. The findings of a survey given to staff members of creative companies in the West Pomeranian voivodeship of Poland were utilized to confirm this theory. The study's

findings indicate that there are important correlations between the chosen aspects of managers' relationships and creative tasks.

Methodology

Research design

This study adopted a survey design to collect data from the population, cross-sectional design and correlational designs during the data analysis. The study was survey in by nature since the data was collected from a large population and the results were representative in nature. The study also used a cross-sectional design to collect the data from the population at one point in time. And finally, correlational design was applied in the data analysis. The statistics used in the study were Pearson linear coefficient correlation and regression analysis to assess the impact of employee orientation and staff commitment in Somtel Bosaso, Puntland, Somalia. Generally, all the designs employed in this study were quantitative in nature.

Target population and sample size

This study's target population involved managerial and non-managerial staff from Somtel Bosaso, Puntland. According to records obtained from human resource office, this category had approximately 79 employees. Given the fact that 79 employees was a small population, instead of sampling, a census inquiry form of approach was adopted due to the small population size, which included 79 employees. Sample Size: All 79 employees from Somtel Bosaso, Puntland were included in the study.

Data collection instruments

The study used structured questionnaires to collect primary data. Respondents were requested to give their opinion on employee

orientation and employee commitment to the organization using a 5 point likert scale. Structured question were asked on both variable to be able to gather enough data on both variable. Data was collected at one point in time respectively.

Data Analysis

The data collected using the survey questionnaire was screened, code and entered in Statistical package for social scientists (SPSS) for proper analysis. Primarily, descriptive statistics like mean and standard deviation were used to analyze the level of employee orientation and employee commitment in Somtel Bosaso, Puntland. Subsequently, Correlation and regression analysis were employed to determine the relationship and impact of employee orientation on staff commitment in Somtel Bosaso, Puntland.

Results

The study assessed the role of employee orientation on staff commitment in Somtel Bosaso, Puntland, Somalia. Employee orientation plays a crucial role especially when there are news recruits in the organization or there is an introduction of a new system by the organization. It is critical in setting the stage of organizational culture, values and expectations and influences the level of employee engagement and dedication to the organization. This study assessed key indicators of employee orientation to determine their role towards commitment to Somtel Bosaso. The data that was collected from the survey was analyzed, and results are presented in the form of correlation and regression tables below;

Relationship between employee orientation and staff commitment in Somtel Bosaso, Puntland, Somalia

The study established the relationship between employee orientation and staff commitment

using Pearson linear correlation coefficient. This was conducted to ensure that the two variables were related to enable a regression analysis to be conducted and results are presented in table 1.

Table 1: Pearson Linear Coefficient Correlation for employee orientation and staff commitment in Somtel Bosaso, Puntland, Somalia

Correlations		Employee Orientation	Staff Commitment
Employee Orientation	Pearson Correlation	1	.806**
	Sig. (2-tailed)		.000
	N	71	71
Staff Commitment	Pearson Correlation	.806**	1
	Sig. (2-tailed)	.000	
	N	71	71

****.** At the 2-tailed 0.01 significance level, there is a correlation.

Source: Primary Data (2024)

According to the results in table 1, it was revealed that the Pearson correlation coefficient for employee orientation and staff commitment is 0.806. The coefficient value obtained indicates that there is a strong correlation between employee commitment and staff commitment. This implies that when there is a slight improvement in employee orientation, there will be a corresponding increase in employee commitment at Somtel Bosaso, Puntland, Somalia.

Statistically, results also indicated a p-value of 0.000 (Sig. = 0.000) which is below the 0.01 significance level. This confirms that the correlation coefficient is statistically significant. Therefore, the relationship between employee orientation and employee commitment did not happen by random chance. Since the correlation results confirmed that employee orientation was related to employee commitment, having met this requirement, a regression analysis was conducted and results are presented in Table 2.

Regression analysis results for employee orientation and staff commitment at Somtel Bosaso Puntland, Somalia

Table 2: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.650	.645	.73981

a. Predictors: (Constant), Employee Orientation

Source: Primary Data (2024)

From the results in Table 2 above, R = 0.806 confirms the earlier value obtained under Pearson coefficient correlation in the Table 1, which suggests a strong relationship between employee orientation and staff commitment in

Somtel Bosaso, Puntland, Somalia. It affirms that a slight improvement in employee orientation will lead to a corresponding improvement in staff commitment.

R Square = 0.650, this result was used to establish the extent to which employee orientation contributes to employee commitment. In this case, it indicates that employee orientation contributes 65% to the variation in staff commitment in Somtel Bosaso, Puntland, Somalia. This means that employee commitment has a large impact on staff commitment in Somtel Bosaso, Puntland, Somalia.

Adjusted R Square of 0.645 indicates that after adjusting and strengthening a strong predictive power in the model, employee orientation

accounts for 64.5% of the variation in employee commitment in Somtel Bosaso, Puntland, Somalia. Relatedly, this result does not differ from the original R Square of 0.645 that was obtained in the same model.

Overall, these results imply that employee orientation has an impact on employee commitment as shown by the correlation values, which suggests that improvement of employee orientation programs can improve the commitment of staff at Somtel Bosaso, Puntland, Somalia, which is crucial to staff retention and performance of the company.

Table 3: ANOVA Summary – Impact of Employee Orientation on Staff Commitment
Somtel Bosaso, Puntland, Somalia

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.102	1	70.102	128.084	.000 ^b
	Residual	37.765	69	.547		
	Total	107.867	70			

a. Dependent Variable: Staff Commitment
b. Predictors: (Constant), Employee Orientation

Source: Primary Data (2024)

The findings in the ANOVA table are also in agreement with the findings in the model summary. An F-statistic of 128.084 measures the overall significance of the regression model for employee orientation and staff commitment; it checks whether employee orientation plays a big role in predicting staff performance. A high F-statistic of 128.084 shows that employee performance has a large impact on the commitment of staff in Somtel Bosaso, Puntland, Somalia. Again, this is

further confirmed by the p-value (Sig. = 0.000), which further affirms the statistical significance and that the relationship obtained is not by chance, but rather the chance is zero. All these results are consistent with the findings already established in Tables 1, 2 and 3, respectively. They both that employee orientation largely has an impact on the commitment of the employees at Somtel Bosaso, Puntland, Somalia.

Table 4: Regression Coefficients for Employee Orientation and Staff Commitment in
Somtel Bosaso, Puntland, Somalia.

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	T	Sig.
		B	Beta		
1	(Constant)	.776		2.206	.031

Employee Orientation	1.237	.109	.806	11.317	.000
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a. Dependent Variable: Staff Commitment

Source: Primary Data (2024)

Result in Table 4 above also provides a detailed breakdown of the regression analysis, revealing the impact of employee orientation on staff commitment in Somtel Bosaso, Puntland, Somalia. Under unstandardized Coefficients, $B = 1.237$, statistically, this implies that a unit increase in employee orientation leads to a 1.237 increase in employee commitment in Somtel Bosaso, Puntland, Somalia. $Beta = 0.806$ implies a strong relationship between employee orientation and staff commitment in Somtel Bosaso, Puntland, Somalia. This is further confirmed by p-value (Sig. = 0.000), which confirms that employee orientation has a statistical impact on the commitment of staff in Somtel Bosaso, Puntland, Somalia.

Overall, results from the regression analysis and the Pearson linear correlation coefficient highlight the significant impact of employee orientation on employee commitment in Somtel Bosaso, Puntland, Somalia. They suggest that an improvement in orientation programs for the employees contributes to their commitment in the form of dedication, retention and engagement in Somtel Bosaso, Puntland, Somalia.

Discussion of the Findings

This study's finding revealed a strong relationship between employee orientation and staff performance in Somtel Bosaso, Puntland, Somalia. Regression analysis results confirmed this relationship with 65% of employee commitment at Somtel Bosaso, Puntland, Somalia accounted for by employee orientation programs. This study highlights the fact that employee orientation plays a crucial

role in ensuring the commitment of staff in the company at Somtel Bosaso, Puntland, Somalia.

The findings of this study are supported by Mugri et al. (2017); accordingly, employee orientation performs an important role in encouraging staff commitment through the use of structured orientation programs for onboarding employees, which subsequently contributes to overall engagement and satisfaction, hence igniting commitment of staff to the organization. Employee orientation equips employees with basic knowledge about the company, organizational culture and expectations, which create a work environment that promotes long-term dedication and loyalty to the company. It is argued that companies that invest heavily in employee orientation, like mentorship and professional development, tend to create a work environment that motivates employees to get committed to the company. Accordingly, Ok & Vandenberghe (2016) emphasize that organizational commitment plays a crucial role in strengthening the employees' bond with the organization. This is in support with this study's findings on the role of structured employee orientation towards staff commitment. Hence, organization strive to balance orientation programs and employee career development strategies.

Relatedly, internal market orientation is crucial in nurturing employee retention and the general performance of the organization. It aligns well with employee orientation as a management strategy that enhances employee commitment and employee satisfaction.

Internal market orientation improves the connection between employees and the organization, reduces the rate of turnover and improves the level of commitment by employees. It is argued that organization need to apply tailored orientation programs to increase employee commitment and retention. Such programs ensure stability of the workforce and make sure that they remain committed to the organizational goals and professional growth (Yu et al., 2019).

The finding by Taylor et al. (2008) also contributes to the broader scholarly discussion on employee orientation and commitment of staff to the organization by highlighting the role of company culture and human resource management practices on employee commitment in multinational companies. The study proposes that well-structured employee orientation practices are crucial in enhancing adaptability, better performance practices, and the integration of new employees in the company smoothly. The study emphasizes that proper orientation programs support employees to align themselves with the company values, engagement and retention.

This study's findings are in agreement with other previous studies on the knowledge about employee orientation and staff commitment in organizations. They all emphasize the crucial role that employee orientation plays towards the commitment of staff in companies. Nonetheless, the role played by other factors to enhance staff commitment to the organization cannot be underrated; hence, emphasizing a combination of employee orientation and other factors to enhance staff commitment to the organization, which reduces employee

turnover and enhances the general performance of the company.

Recommendations

Given the finding of this study with a larger contribution by employee orientation on staff commitment, this study recommends enhancement of structured orientation programs to enhance long-term commitment to the company. Companies should provide investment for a comprehensive orientation of the employees. This should go beyond the basic onboarding orientation programs and also incorporate professional development, mentorship and career alignment strategies. Properly structured orientation programs will ensure that the company staff have knowledge of the company values, manage their expectations, values and the available opportunities for growth to ensure long-term commitment to the company hence reducing the turnover rate and enhance continuity and company growth in general.

This study also recommends integration of internal market orientation to improve employee retention. Internal market orientation helps to enhance satisfaction of employees and minimize employee turnover in the company. The company should encourage interdepartmental communication and support systems that enhance employee connection to the company, promote royalty and commitment to the workplace. Such programs can be tailored towards the expectations of the employees' aspirations, expectations and career growth opportunities which ignite the employees' commitment to the company.

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