ST. MARY'S UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

FACTORS AFFECTING THE AVAILABILITY OF TELECOM TALENT IN ETHIOPIA TELECOMMUNICATION INDUSTRY: A CASE STUDY OF HUAWEI TECHNOLOGIES ETHIOPIA PLC

BY

MELAT GIRMA

ID NO SGS/0049/2008A

JULY 2018

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Tiruneh Legesse (Ass. Professor). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____   _____

Name   Signature

St. Mary's University College, Addis Ababa   **July 2018**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Tiruneh Legesse (Ass. Professor)   _____

Advisor   Signature

St. Mary's University College, Addis Ababa   **July 2018**

DEDICATION

I dedicate this thesis manuscript to my whole family for all the sacrifices they paid until this day.

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ABSTRACT

The main purpose of this study was to identify the several factors that might influence the availability of telecom talent in Ethiopia telecommunication industry with a specific focus on Huawei technologies Ethiopia PLC., as a telecom equipment, network and service providing company. The study, based on the literature review, tries to address several questions that might influence the availability of telecom talent. To answer these questions descriptive survey research design has been deployed by using both qualitative and quantitative research approach. For this study, Stratified and Census sampling was used by taking 72 Ethiopian telecom employees and 5 Chinese managers of Huawei to fill the questionnaire and answer interview questions, which is the main data collection instrument. The data gathered from the questionnaire where compiled by using SPSS software. The open-ended question obtained from questionnaire and interview were analyzed contextually. The result of the analysis was presented using tables and figures. In general, the finding of the study revealed several factors exist that influence the availability of telecom talent in Ethiopia telecom industry, which include the monopoly control of the Ethiopian telecom industry, Ethiopian higher education, prioritization of expatriate employees, migration and organizations culture and policy. Eventually, possible recommendations were drown considering the major research findings and conclusion of the study.

Keywords: Huawei, Telecom Talent, Talent Market

ACRONYMS

- ICT : - Information and Communication Technology

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CHAPTER ONE

1. INTRODUCTION

1.1.Background of the Study

Telecommunication in Ethiopia is amongst the growing and developing sectors in Ethiopia and Huawei technologies has contributed a great deal for the past several years to this tremendous growth in telecommunication. By creating value, promoting industry development, boosting economic growth, driving sustainable development and by providing dedicated employees with a strong growth platform, Huawei was able to become one of the best telecommunication equipment and service providing companies.

In order for every organization to perform, well, employees are mandatory. Talent are those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential (NHS Leadership Academy, 2014). Talent is about a person"s personality, skills, motivation, as well as their potential to grow. The starting point in talent management is that an employee has the potential to add value and the manager he/she reports to wants to ensure this happens

Attracting and retaining the best human resources gives an organization commercial advantage and the talent needed for future success. Achieving this depends among others on effective talent management to unlock the potentials of those who can take on the most challenging roles. In today's business, world consumers are more demanding and the lifestyle expectation of the whole population has increased steadily and continues to rise. With higher expectations and more choice, the individual consumer is less tolerant of poor products and services and is more vocal in expressing dissatisfaction. The industrial consumer is less willing to condone failure. There is also increased pressure to deliver shareholder value. The need to gain competitive edge in this highly competitive environment, has given rise to various strategies and management techniques for effectiveness and efficiency. The increased competitive aspects and the importance of increasing bottom line performance have caused management to seek solutions such as talent management, which is seen as being contributory to organizational efficiency and effectiveness (Fapohunda, 2014).

Concerns have been expressed to the effect that there is a shortage of telecom skill in Africa, which will constrain government's goal to achieve a sustainable development and to avoid unemployment and poverty. There are various dimensions of a telecom skill shortage, such as; Theology change, Technical skill, Project management skill, business skill, Experience, Higher education curriculum and Migration (Paterson and Roodt, 2008).

This research paper is going to identify the several factors affecting the availability of telecom talent in Huawei technologies Ethiopia PLC so as to identify these influential factors and find ways to improve and increases abundance of talent. Reason for choosing this telecom service providing company is because of the researchers familiarity with it.

1.2. Background of the Company

Huawei is a Chinese multinational networking and telecommunication equipment and service company headquartered in Shenzhen, Guangdong. It is one of the largest telecommunication equipment manufacturers in the world. Its founder Mr. Ren Zhengfei, a veteran of china liberation army, started Huawei as a one-man sales agent selling PBXs (Private branch exchange) in 1987. From an unknown one-man sells agent to an international telecommunication equipment giant, Huawei is a master of change.

Since then, Huawei has expanded its business to include: building telecommunication network, providing operational and consulting services and equipment's to enterprise inside and outside of china and manufacturing telecommunication devices for the customer market. After few years, Huawei got a research center of its own and started doing R and and got its first international project in 1997. It then started providing fixed line network products to different companies.

Huawei now is a collective company rather than privately owned. It provides a variety of product and services; for consumers it provides Mobile phones, tablets, mobile broadband, smart home, accessories etc. In addition, for business it provides different type of telecom wireless network, telecom fixed network, core network, network energy, IT, enterprise wireless and network etc. (corporate presentation, unpublished internal document).

Huawei Technologies Ethiopia PLC is engaged in the entire network construction of Ethio-telecom including GSM, CDMA and fixed network in order to provide better service to Ethiopia telecom and contribute more to the success of GTP. Huawei Ethiopia core values which are; customer first, Dedication, Continuous Improvement, openness and initiative, integrity and teamwork are the internal driving force for the company that enables it to provide effective service to Ethio-telecom and to achieve the companies Vision of " Enriching people's lives through communication". Its mission is to focus on Ethio- Telecom's market challenges and needs by providing excelling ICT solution and service in order to consistently create maximum value for Ethio-telecom. Huawei believes that customer- centricity, dedicated Huaweiers and continuous improvement is the main foundation of its success (Huawei core values, unpublished internal document).

Through Recruitment and staffing, the company deploys human resource globally to achieve the balance between appropriate skill mix and competitive workforce cost. This is highly based on the thought understanding and analysis of the talent supply and workforce cost locally and globally (employee relation management, unpublished internal document).

1.3. Statement of the Problem

An adequate talent can be a sustainable competitive advantage for firms to face the recession and the radical changes of the environment. Sustained competitive advantage comes from talented people using talent management practices. Like a machine, a business will fail to operate successfully if key elements such as processes, systems, and structure are misaligned or hindered and like a machine, a business must be designed, operated, and maintained. These functions are performed by the talent – the human capital employed by the enterprise. Indeed, talent is the single biggest lever for driving improvements in business performance. More than any other asset, talent provides the potential for long-term competitive advantage (Lyria, 2013).

Nowadays, Land, capital and fixed assets are no longer key resource for an organization to be highly competitive in the current economy. Human capital is a key resource to adapt the organization to a worldwide competition. Therefore, organizations are competing against each other to acquire and retain talents in order to maintain their operation and continue to grow (Rita, 2013).

The loss of talent represents a more significant cost to any company. Staff turnover is likely to hinder the company in its economic growth and make it lose its competitive advantage. It leads to a more negative than positive consequences for the company, such as; Costs for staffing and training of new joining employees, recruitment difficulty, the departure of employees involves a reallocation of resources in terms of skills development and more (Ardiphine, 2015).

Human capital in the ICT field in Ethiopia is very limited compared to the demand, although the number of young people graduating with basic computer and communication filed has been growing. A survey conducted by the Ethiopian science and technology commission in 2005 shows out of 311 PHD holders in academic institution only 22 (7%) specialize in engineering and information technology. In effect, the figure did not change much in 2010. Even though the quality of IT education has been improving in recent years, the modern telecommunication engineering and management requires education beyond graduate level. It needs exposure to new ideas and situations, hands on training and certification, repletion and inventiveness that cannot be archived through graduate education only (Lishan, 2012).

Thus, the existence of the mention problems have initiated the researcher to conduct the study to assess the factors affecting the availability of talent facing our Ethiopia telecom talent market.

1.4. Research Question

The researcher aimed to investigate the Factors Affecting the Availability of Telecom Talent in Ethiopia Telecommunication Industry a Case Study of Huawei Technologies Ethiopia PLC. The following are the basic research questions addressed in the study: -

- ✓ What are the major factors that influence the availability of telecom talent in Ethiopia telecommunication industry with specific focus on Huawei technologies Ethiopia PLC?
- ✓ What is the Influence of Organizational policies and organizational climate on experience and talent of employees of Huawei technologies Ethiopia PLC?
- ✓ What is the current telecom talent market situation in Ethiopia?

1.5. Objective of the Study

1.5.1. General Objective

The overall objective of the study is to identify the Factors Influencing the Availability of Telecom Talent, with particular focus on Huawei Technologies Ethiopia PLC and a forward viable recommendation based on the research findings.

1.5.2. Specific Objectives

While conducting the study, the researcher believes that the study will have the following specific objectives

- ✓ Identify the factor that will influence the availability of telecom talent in Ethiopia telecom talent pull
- ✓ Identify the influence of organizational policies and organizational climate have on telecom employee's talent and experience
- ✓ To assess the current telecom talent market in Ethiopia

1.6. Significance of the Study

By gathering an in-depth understanding of the Factors Influencing the Availability of Telecom Talent in Ethiopia telecom market, strategic implications can be generated for researchers and practitioners regarding on how to improve the current telecom sector's talent market. In addition to this, the study will help researchers in gaining insight about current status of Ethiopia telecom talent market and point out problem areas that need further investigation and possible solution. Recommendations from the study and finding will also help Huawei and other telecommunication network and equipment providing companies in improving the current telecom sector's talent market. It will help companies in the telecom sector to recognize the importance and effects of available factors that influence the telecom talent market and work towards possible solutions to enrich, develop and retain their telecom talents.

1.7. Scope of the Study

This study was conducted on one international telecommunication network and equipment providing company as a representative of the industry. This company is Huawei technologies Ethiopia PLC. Huawei is selected under the assumption that it has a better application since the company was responsible for most part of the Ethiopia telecom expansion projects in the past years. Although there are many factors or variables which can play a role for studying this research paper, but only few dominant variables will be analyzed. Moreover, the study will involve staffs, both managers and employees of Huawei as participants of the study.

1.8. Organization of the Study

This thesis paper organized into five chapters. The first chapter is the introduction part, which consists of the background of the study, background of the company, statement of the problem, objectives of the study, research questions, significance of the study, and delimitation of the study. The second chapter introduces related literature review, which deals with literatures. The third chapter deals with research design and methodology of the study. The fourth chapter concerned with findings and discussion of the study. The fifth chapter, which is the last, focused on conclusions, limitations and recommendation of the study.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

This chapter serves as the foundation for the development of this study. An overview of the extensive historical research related to talent is presented to examine the existing knowledge base regarding factors affecting the availability of talent in telecom sector. The review touches published and unpublished sources that are related to the topic.

2.1. Telecommunication

Telecommunication is the transmition of signals over a distance for the purpose of communication, though the technology involved in communicating has changed significantly over the years. Like communication itself, the telecommunication industry has a significant social, cultural and economic impact on the modern society (Plunkett research limited, 2010).

Telecommunication sector is going through a significant change. A number of factors contribute and define this change. From the top two reasons, the rapid technological change in key input of telecommunication and computer-based service is the first one, which has dramatically reduced the cost of traditional telecommunication service and has made many new services available at reasonable price. The second reason for the revolutionary change is the sweeping digitalization of the telecommunication and the related sectors. Not only have the telecommunication technology become digital, but the consumers and business telecommunication interfaces has become more closer to multi-function computers than traditional telephones. Progress and innovations in telecommunication has been raid for the past forty years and are expected to continue at a fast pace (Nicholas, n.d).

Many people call telecommunication as a lucrative industry. It is one of the world's fast growing industries regardless of what the indicators being measured (Plunkett research limited, 2010). Because of being a high profit generator, the telecommunication industry has historically been an agent of the government and owned by the state in most part of the world, which is still the case in Ethiopia.

2.2. ICT in Ethiopia

ICT in Ethiopia has become an integral part of the Ethiopian development over the last decade, following initial indifference to the development of the sector. The country faces a substantial gap between interest in the ICT's and the policy and regularity instruments available to enable its development. ICT is the major component of the sustainable development and poverty reduction program (SDPRP) of the Ethiopian government. Five major initiatives were designed with regard to the ICT sector development in the Ethiopia ICT policy:

- Promoting human resource development in the ICT fields

- Mainstreaming the use of ICT in all sectors of the economy, in the administration of government and in the education system

- Developing the necessary telecommunication infrastructure

- Promoting research and development through ICT , and

- Creating enabling legal and regulatory framework

The Ethiopian telecommunication agency was first established by the Ethiopian government by proclamation No. 49/1996, as a regulatory body for the telecommunication service. The telecommunication service in Ethiopia is currently fully owned by the government. Ethio telecom now provides a variety of telecom services and its coverage has expended as a result of the continued telecom infrastructure expansion investments by Ethio telecom (Taye, 2010).

Ethiopia ICT market is characterized by excessive pricing, especially in the broadband and international direct dialing segment, poor quality of service, inefficiency, look-in, and the absence of choice that had a determinate effect on the revenue of the current and the productivity of public and private Enterprises.

There have been arguments from the privatization and monopoly control sides of the Ethiopian telecommunication industry. The main line of argument against the privatization is that, liberalization will not result in positive universal access to the poor people due to the profit motives of the multinational companies that are interested in the cream telecom market. Additionally, the

telecommunication infrastructure is a public good and the government is best placed to promote universal access. The argument given from the privatization point of view is that, monopoly undermines government revenue and the competitiveness of the enterprise. Estimates show that Ethio telecom losses about 30% of its revenue to bad quality of service on an annual basses (Lishan, 2012). In relation to the availability of human capital in the Ethiopian ICT filed, based on a survey conducted by the Ethiopian science and technology commission in 2005 and 2010, it is in a low percentile even though the education in ICT fields have grown.

The development of the industry is very dynamic in its nature of innovation and dissemination and plays a great role in social and economic development of Ethiopia.

2.3. Talent

Talent is an important tool for the success of an organization. Talent professionals today work in a dynamic and ever changing environment that requires a skillful crafting of talent strategy if the organization is going to maximize the potential of its work force. Several authors and researchers have defined talent in different ways, such as:

- NHS Leadership Academy (2014, p.7) defines talent as 'those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential.' It also describes talent as the combination of Competence, commitment and contribution (NHS Leadership Academy, 2014).
- Maria Perpetua defines talent, as "Talent is the sum of a person's abilities – his or her intrinsic gifts, skills, knowledge, experience, intelligence judgment, attitude, character and drive. It includes the person's ability to learn and grow" (Maria, 2006).
- Talent employees have been identified as the people who can make the maximal distinction to organizational performance with their direct contribution or in the longer period by representing the highest levels of potential (Tansley and Sempik 2008).

With the changing business dynamic of the telecom sector and the diversity of associated services, the war for talent has intensified. There are few skill sets outlined which are required to be a part of a telecom industry. Firstly, the talent should have speed in providing customers with newer

service and benefits and keeping up with the industries ever-changing technology. Secondly, telecom personals must possess keen technical expertise. Thirdly, the employees must have a heightened sense of ownership and accountability towards customer needs and lastly the education qualification required (Nicholas, n.d).

2.4. Talent Assessment

Companies nowadays use employee assessment and analysis tools to identify employees' talent and potential. The origin of individual assessment and analysis practice can arguably trace back to ancient china and Greece but today there are a range of tools and approaches in the field.

The whole point of assessing individuals is to gain insight, in order to evaluate them against set of criteria's that are important to the organization. Assessment are critically important to help insure the alignment between talent management efforts and goals of the organization, to allow manages to make better talent decisions and to put people in roles where they can have the greatest impact on their teams productivity and performance. They also help provide visibility into the current readiness of each employee and identify gaps so that appropriate development plans can be put in place. Assessments are being used both in pre and post- hire. In the pre-hire, quality is a metric that all talent leaders are concerned with. However, as important as assessments are to selection and hiring decisions, they are also continuing to be important in developing and succession planning as well. The use of assessment to identify high- potential talent for development and promotion opportunities closely follow quality of hire as a key objective in the use of assessment (Mollie & Jayson, 2010).

Despite the diversified assessment and analyzing tools, there are, however, emerging agreement on what constitutes the main type measures on typical individual assessment. These measures include;

- Cognitive ability test: - the area of cognitive ability is one of the most researched of the individual difference constructs. Researchers have shown that cognitive ability influences virtually all aspects of work performance and potential.

- Personality test: - combining personality and behavior assessment is curial for executive development because it allows for the examination of convergence as well as possible divergence of the data.

- Multiple source feedback: - most companies today use the 360 tools for development or organizational change purpose. It provides the organization with a rebuts view of the individuals capability, culture fit, drive and relationship with in the organization. The 360 feedback is being used increasingly for border implications like executive caching for driving behavior change, performance management change and talent management process.

- Assessment centers and simulation: - using assessment center and simulations require less level of investment in designing and implementation but still remain one of the best predictors of performance and potential.

- A case for multiple methods: -given the emergence of this various methodologies and approaches, looking for one option are easily confusing and need further direction. Based on this the multiple method approach was introduce. According to this approach a confident result can be achieved from different methods for measuring the same traits and different traits. The key principle is that, no single assessment method is perfect but measurement prediction is enhanced when multiple tests or methods point to the same conclusion (Allan, Church and Christopher, 2013).

No matter what type of assessment an organization is using, simply putting them in place can be a huge impact, not only on talent metrics like hiring managers satisfaction and bench strength, but also on cost and profitability (Mollie & Jayson, 2010).

Since high potential programs contribute to the cultivation and retaining of future leaders, assessing employee's potential attracts more and more attention from companies. After building a high potential program, HR professionals need to constantly evaluate and improve the program; research shows that HR professionals aim to achieve a better form of high potential programs on the bases of, effectiveness to accurately identifying high potential employees, fairness, motivation and transparency. The research further indicates that formulating an organizational approach towards identifying high potential is the most impactful element for determining satisfaction. Thus, organizations should have a primary concern about adapting a formal, systematic approach to

identify high potential employees, which also ensure the quality of the program (Lei and Charlotte, 2016).

2.5. Talent Management

Talent management is the additional management processes and opportunities that are made available to people in the organization who are considered to be 'talent'." (Blass, 2008). Talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs (Mudoli, 2008).

Talent management is associated with a set of typical HRM/HRD practices or functions, such as recruitment, training, and development (Heinen and O'Neill, 2004). Managers should develop their strategy for talent Engagement, motivation, and retention according to talent's external/internal factors (Ghalambor, n.d.). The pressure to attract and retain key talent has led organizations to expend increased energy and resources on talent-related initiatives over the past half-decade (Human Capital Institute, 2008). In relation to the workplace, talent is described as the personal qualities "of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential" (CIPD, 2012).

2.5.1. Talent Management Practices

Talent management practices are aimed at improving employee benefits, employee engagement, competence compensation, learning and development and Instrument for measuring the outcome of talent management are absenteeism turnover, and productivity (Mudoli, 2008). Talent management is the implementation of "initiatives and strategies to harness the unique talents of individual employees and convert their talent potential into optimum organization performance" (CIPD, 2010).

Talent management is on the anticipation of future organizational employee or staffing needs, career advancement, and internal workforce matters (Schweyer, 2004). Talent is associated with

general and contextually relevant competence as a foundation for successful employee performance and organizational competitiveness (Brown and Tannock, 2009). Talent essentially includes the competence that is central to individual employability. The specific strategic focus of talent management systems leads to higher scores in measures of financial outcomes such as company profit, company and talent productivity and market value, increases nonfinancial outcomes at the company level such as company attractiveness, time for replacement, achieving business goals, operational excellence and customer satisfaction, non-financial outcomes on talent level such as job satisfaction, performance motivation, commitment, work quality, qualification are improved (Venkateswaran, 2012). Companies with automated talent systems are better at developing leaders, developing employees, planning future talent needs, building a pipeline of ready successors. Companies using manual processes are just as good at hiring the best people, having right people in right jobs, creating high engagement, improving employee productivity, retaining top performers, building career paths, promoting employees, overall retention revenue-per-employee (Leonard, 2010)

2.5.2. Talent Management in IT Industry

The IT sector includes industries such as hardware, software, e-commerce, internet applications, computer services etc. Increasing hyper connectivity between the people of the world has resulted in new opportunities and challenges in the IT industry. There has been mass adoption of several new technologies that Information and Communication Technology Companies have expanded all around the world. The IT industry has earned itself a name as an important contributor to the GDP of several nations.

According to Ms. Sun Yafang, Chairwoman, Huawei technologies, the Information and Communication Technology sector has contributed to around a quarter of the European Union's growth in GDP (The Global Information Technology Report, 2012). QFinance, which is a collaboration of the world's leading financiers, has quoted a market analysis firm as saying that global IT spend went up by US $3.4 trillion in 2010 from the previous year. The 2011 growth was estimated to be US $3.67 trillion. Given that a huge number of people are employed and are going to be employed in this industry in the future, it was thought to be an ideal candidate for a study on talent management. A review of talent retention practices in this sector indicates that salaries are

now in the hygiene segment rather than in the motivator category. The chance to work with the best and the brightest minds is a big draw to skilled professionals. Overseas opportunities have been cited as additional incentives. Organizations today are also capitalizing on non-monetary practices such as open appreciation, flexible hours, teleporting, and childcare services and so on (Mosley & Hurley, 1998). An Indian study investigated the use of employee engagement initiatives as a means of talent retention. Using engagement initiatives such as development programmers, career counseling, mentoring, celebrations and so on showed that engagement levels increased but for a limited time (Talent Management Strategy paper). A summarized view of talent management is provided in a 2012 White Paper by Oracle (Oracle, 2012):

- Ensuring that the right people are recruited for the job
- Improving the immediate supervisor's ability to manage
- Providing constant feedback to employees to ensure they are on track to achieving their goals
- Helping employees manage their careers themselves
- Proactively drive talent mobility
- Continuous measurement and improvement on retention strategies

2.5.3. Benefits of Talent Management

Talent management practices benefits both the individual and organization. Therefore, the discussion does not categorize the individual and organizational benefits since they are interconnected in nature. Talent management alignment to organizational strategy has a clear impact on the success of projects meeting their original goals and business intent. Organizations in which talent management is aligned to organizational strategy have an average project success rate of 72 percent, while organizations in which talent management is not effectively aligned to organizational strategy have an average project success rate of 58 percent. The difference of 14 percentage points in project success rates equates to risking 50 percent more project dollars when talent management is not effectively aligned with strategy (Project Management Institute, 2013). Talent management would anticipate human resource activities such as recruitment and selection, coaching, training and development, as well as performance management (Hamid, Z. A., n.d.). The executive talent management process helps to build competencies, skills and career plans,

maximize contribution, preparation for advancement or transitioning to retirement. In addition to contributing to the effective recruitment and retention of employees, an organization's talent management strategy should also contribute to employee engagement (Hughes & Rog, 2008). Talent management practices also reaps benefits like meeting common talent challenges, implementing career paths, reducing communication challenges (Project Management Institute, 2013). Talent management allows organization's senior management to focus on employee potential and identify current and future career needs, highlights not only the career aspirations, but contribute to the organization through mentoring and knowledge transfer. Effective talent management will have an indirect positive relationship with organizational performance, mediated by work motivation, organizational commitment, and extra role behavior acting separately or in combination with one another (Collings & Mellahi, 2009). Talent management systems are deployed to elicit desired role behaviors among the organization's talent pool and assist in realizing the organizations (Lepak & Shaw, 2008). Talent management if given the proper development of skills and increased responsibility seeks to focus on an employee's potential, meaning an employee's future performance (Hamid, Z. A., n.d.). Talent Management strategies develop innovation capability and achieve a high level of performance. Talent management exercise adds rigor and structure for a more meaningful discussion with superiors. Executive talent management process creates opportunity to connect with your executives about their interests; enables better support them in career development. Manager practicing talent management practices helps to know executives' needs, aspirations, willingness, and readiness for new challenges helps support succession planning and ensures that executives are well placed in their current roles. Talent Management enables the public service to keep and attract skilled leaders. Robust and progressive talent management will better equip the public service to have the right people, in the right place at the right time.

2.6. Factors Affecting the Availability of Talent

There has never been a more challenging time for organizations and HR professionals in recruiting and keeping the right people. Different writers have stated factors that will affect the availability of talent since, high potential talents is the most critical corporate resource.

2.6.1. The Demand for Expatriates

A Paper about Africa's war for talent, states that skill shortage is one of the Africa biggest challenge in realizing it growth potential and one factor contributing to this is the existing reliance of companies on expatriate employees. In past years some efforts has been seen to transfer skill from expatriates to local employees but the research indicates that this has been a little overbearing to many of the companies. The research paper suggest, when thinking about substituting expatriate, companies should consider existing talent and African Diasporas who have worked and lived abroad, but who are looking to return to their countries of origin (Davir and Rob, 2014).

2.6.2. Market Monopoly

Telecommunication has a significant social, cultural and economic impact on the modern society. Like telecommunication itself, the telecommunication industry in Ethiopia is broader than it was in the past but the major obstacle blocking the development of ICT in the country is the monopoly that the state holds for provision of telecommunication services.

Rahul and Xue, on their case study on "An analysis of Factors Influencing the telecommunication Industry Grow" have mentioned Market monopoly as one of the factors affecting the growth of the telecom industry (Rahul and Xue, 2012).

The Ethiopian government continues to favor the income it generates as a sole provider of these services rather than development of the sector through participation of private sectors. Some have tried to justify this concept of state monopoly by the special nature of telecommunication services that require monopoly to run efficiently. That may be true in the past, but today, with wireless telecommunication technology, there is almost no area of this sector, including local loops, that requires monopoly. Therefore, it is strongly recommended to liberalize the service so that private companies may be encouraged and motivated to invest in the telecommunication field (Dawit, 2001).

Privatization of the telecommunication industry have several benefits : I) to achieve higher allocative and productive efficiency; ii) to strengthen the role of the private sector; iii) to improve the public sector's financial health, and; iv) to free resources for allocation in other areas

of government activity. Privatization, in this sense is targeted to improve and broaden the range of services with better quality and lower prices (Lopez, 1998).

In order for Ethiopia's telecommunication sector to have a significant growth and to increase its competitiveness and innovation then particular attention needs to be paid to the necessary accompanying changes in policy (Lishan, 2012)

2.6.3. Higher Education

Another factor influencing the availability of talent in the telecom sector is the luck of adequate education system.

Formal educational qualifications are the key to a Students entry into higher education and Future employment. The 2015 national review on Ethiopian education states that due luck of investments in improving the numbers and the qualifications of teachers and the availability of equipment, student achievement has not sufficiently improved. The review also mentions that having access to education system has a little meaning if improved student learning does not accompany it. If students do not acquire significant knowledge and skills, Ethiopia will not be able to compete within a global economy. So the paper suggest to that it is necessary to shift attention to quality concerns in general and to those inputs and processes which translate more directly into improved student learning and which help change the school into a genuine learning environment (Education for All 2015 National Review Report, 2015).

The quality of IT education has been improving in recent years due to the establishment of three centers of excellence (Addis Ababa University, HILCOE collage and Micro link information technology collage) that provides education in advanced software engineering and system development. However, the number of quailed and certified programmers and network managers is insufficient in creating a meaningful domestic ICT industry. The absence and low level of attention to compliance with industry certification such as Microsoft, CISCO, and Oracle etc. means that there are few individuals with the skill required to tap in to the global ICT business (Lishan, 2012).

2.6.4. Migration (Brain Drain)

"The emigration of African professionals to the West is one of the greatest obstacles to Africa's development." United Nations Economic Commission for Africa (ECA).

Brain drain is usually described as the process in which a country loses its most educated and talented workers to other countries through migration. This is considered as a problem because the most highly skilled and competent individuals leave the country and contribute their expertise to the economy of other countries. The country they leave can suffer economic hardships because those who remain may find it hard to fill the gaps left by experienced professionals at all levels.

Brain drain can also be defined, as the loss of the academic and technological labor force through the moving of human capital to more favorable geographic, economic, or professional environments. Although brain drain is a global phenomenon, the flight of highly skilled and educated professionals from the so-called less developed countries to the developed ones can best describe the situation (Solomon, 2015).

Based on a report mentioned on online universities 2011, Ethiopia was mentions as one of the top 10 countries facing the biggest brain drain. The report states that Ethiopia produces a large number of qualified professionals, but is experiencing one of the worst brain drains of any country in the world. Most of the time the reason of the brain drain is due to, looking for better prospects overseas and in other African nations and being pushed out by political persecution. During 2011, a study at National Symposium on Ethiopian Diasporas revealed that the country was losing about 75% of its skilled professionals over the past ten years (Online universities, 2011).

Behind the severe issue of brain drain, there are six main causes.

1. Low-level living standard,
2. Unattractive employment opportunities,
3. Political situation,
4. poor education system and
5. Cultural barriers.

These concerns hit directly to talent management plans as a whole and dig deeper into brain drain in particular (Dinh and Nguyen, 2017).

2.6.5. Challenge in Ethiopia Telecommunication Sector

Telecommunication service begun in Ethiopia, more than hundred years ago; and it is currently fully owned by the government. Nationally, the attention and commitment given to sector by the government to expand telecommunication infrastructure and service delivery are very helpful to increase the number of subscribers and foster socio-economic development of the nation. The Rapid telecom expansion including Rural and remote areas within a short period brought increase in number of telecom service subscribers and level of penetration.

However, the Ethiopian telecommunication sector still faces some challenges and one of the major challenges faced is the Lack of basic technical capability of the attendant to handle and run the installed terminal (Taye, 2010).

Because of the absence of competition, Ethiopia does not have vibrant software and networking industries with the potential to emerge as challengers to Ethio Telecom. The only domestic private players in the telecommunication market are mobile handset, voucher resellers, handset repair outlets, and internet cafes. While Ethiopia has moved one-step forward in expanding access to communication services through vendor credit from the Export-Import Bank of China, the scheme has brought the country two steps backwards in terms of innovation and competitiveness. The lack of competitiveness and innovation is evident in the absence of skills in planning, designing, implementation, and maintenance of communication networks, mobile applications, distributed databases, and IT-enabled services (Lishan, 2012).

2.7. The Importance of Talent to an Organization and Effect of its Shortage

For all organizations, the attraction, development, management and retention of talent is an important driver of success. Organizations strategy will be difficult to achieve without the right people at the right time with the right skill (NHS Leadership Academy, 2014).

Right talent is the greatest asset for an enterprise. In fact, one of the most important role of HR is to make sure employees with the right skill stick with the organizations for long time. It is important that talent management system is integrated across all aspects of human resource management; this will help in recruiting and retaining essential talent that will work towards achieving organization success and sustainable growth (Okonkwo, Ndubusi and Nebo, 2015).

In most organizations, human capital (their knowledge, skill, and talent of employees) is the key to business success. It is the reason companies spend billions of dollars each year on recruiting, training and succession planning. Organizations that fail to make talent management a priority may very well be gambling with their company's greatest assets. They risk not only hiring sub-poor performers and experiencing high turnover, but they may end up promoting executive leaders who are unprepared for the role, wasting money on training that does not meet business needs, employing workers who lack the skills necessary to achieve the companies goals , or losing critical institutional knowledge to the untimely departure of staff. Collectively these scenarios can add up to significant losses (Tone at the top, 2013).

The lack of skilled ICT professionals leads to project delays and increased dependence on external service providers, and, in some cases, inhibits the adoption of new technologies.

CHAPTER THREE

3. RESEARCH DESIGN METHODOLOGY

This chapter provides an overview of the rationale and the theoretical justification for the study design, material and methods that is used in this study. It encompasses discussion on data type, source and collection techniques, methods of analysis and presentation used to qualify the data. This part of the research focuses on research design and methodology that are used to undertake the research. These are research approaches and techniques, sample design, data source and collection methods, procedure of data collection and ethical consideration.

3.1. Research Design

Kothari (2004) defines research design as a conceptual structure within which research is conducted. Descriptive research design is suitable where the study sought to describe and portray characteristics of an event, situation, and a group of people, community or population. The researcher adopted descriptive research design to identify the different factors that will influence the availability of telecom talent. Descriptive research design is used because it enables the researcher to summarize and organize data in an effective and meaningful way. It provides tools for better describing information's more accurately and precisely. Moreover, the five point Likert scales (i.e., strongly agree, Agree, Neutral, Disagree, Strongly Disagree) is introduced in the questionnaire to obtain and measure the responses from the respondents. Based on the data acquired tables and figures, have been introduced to present the data in such a way that give meaning for the study.

3.2. Data Source and Type

Data have been collected from primary sources using questionnaire and interview. In addition, books, research findings, internet source, articles and journals have been reviewed as secondary source to get various concepts and ideas related with the study.

Specifically, Primary sources have been used to acquire the employee's response. The data, which has been acquired using questionnaire, has been coded and analyzed using SPSS software. In

addition, concepts and ideas that have been acquired through open-ended questions in the questionnaire and through interviews have been analyzed based on content analysis.

Finally, Secondary sources have been used to acquire various concepts and issues for the study. In addition, research findings of other scholars in the related discipline have been used as Secondary source.

3.3. Population and Sampling

3.3.1. Study Population

The target population of the study is the population from which the researcher wants to draw a conclusion. The population of this study consists of management staff and non-managerial employees who are currently working in Huawei technologies Ethiopia PLC. A total of 85 Ethiopian employee and 10 Chinese managers are considered for the study. There are two, sampling frame set that are included in the sample size; i.e., Managerial staff and non-managerial staff who are currently working in Huawei Ethiopia Office.

3.3.2. Sampling Technique

Samplings is a process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2002).

To distribute the questionnaires to the respective participants, Stratified sampling (i.e., probability sampling) technique was used in this study. The target population was divided in to categories since the population is heterogeneous in terms of nature of the job and position and since the study in question focus on employees who have telecom related talent and experience. After identifying the target population, census sampling was used by considering all the population who hold technical positions, who have telecom and ICT related education and experience, both in current organization and previous organizations.

To conduct an interview Judgmental sampling or Purposive sampling technique (non-probability sampling technique) is used. This technique is used because it helps to make an in-depth interview

to have the desired information with those individual participants based on their skill and knowledge that they have towards the subject matter, working experience and ease of access

3.3.3. Sample Size Determination

This research paper, targeting to identify the Factors Affecting the Availability of Telecom Talent in Ethiopia Telecom Industry in general and Huawei in specific, uses the sample size of 72 Ethiopian employees and 5 high level mangers currently working in Huawei. Questionnaire have been distributed to the 72 Ethiopian employees and for the remaining 5 Chinese manager, interviews were conducted.

3.4. Methods of Data Collection

In order to identify the Factors and for the proper achievement of the objective of the study, the research used both primary and secondary data source. The primary data have been collected through, distributing of questionnaires and interviews. Secondary data have collected through reviewing recent articles and journals, recently published books, magazines, internet and other related previous research on other similar organizations.

The questionnaire which include both closed and open-ended types of questions were distributed to the 72 Ethiopian employees of Huawei technologies Ethiopia PLC and semi structured interviews were conducted with the remaining 5 high level Chinese manager. Since this research paper, targets to identify factors that influence the availability of telecom talent in Ethiopia telecom industry with a specific focus on Huawei, the questionnaires where only distributed to Ethiopian Huawei employees because they are the subject and member of the Ethiopian telecom talent market. The interviews were conducted with 5 Chinese manager holding high positions with the purpose of assessing and exploring their knowledge, exposure and experience about the current Ethiopian telecom talent market situation since in the researchers point of view, in any organizations higher management is responsible for talent mapping and work force planning.

The Likert five point scales in questionnaire have been used to obtain answers from the respondents. Even though there are issues and concerns about the limitation of such scales, the use

of this method appears to have been accepted in behavioral and attitudinal researches for social science studies.

3.5. Methods of Data Analysis

The data acquired through semi structured interview and open-ended questions in questionnaires were comments or opinions (i.e., qualitative in nature) and have been analyzed contextually or qualitatively. Meaning they were summarized based on their similarities and finally the results of the analysis has been combined to substantiate the outcome of the study.

The quantitative data which were collected using five point Likert scales in the questionnaire have been entered in to the a statistical software known as statistical package for social Scientists (SPSS version 25) for the analysis. Since the data which were acquired using Likert scales were ordinal data types, mode of frequencies and percentage have been used to measure the central tendency of the data in the data set and to describe about the majority of or the average levels of agreement of the respondents about the subject matter respectively.

Finally, on the bases of literature review and result of the data analysis and interpretation, the related conclusions and plausible recommendations have been made.

3.6. Validity and Reliability

3.6.1. Validity

Validity refers to the degree to which the measures of the instruments measure what it is supposed to measure (Mugenda, 2008). Content validity was determined by pre-testing. This determined whether the items were correctly worded to avoid misinterpretation when they are finally administered to the samples in the main study. After pre-testing the instruments were adjusted.

3.6.2. Reliability

Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. Reliability of data concerns its consistency. Thus, reliability refers to the extent to which the data is the same irrespective of their source. That is, the data were not at variance with each other and therefore were reliable.

The minimum acceptable value for Cronbach's alpha ca 0.70; below this value the internal consistency of the common range is low. Meanwhile, the maximum expected value is 0.90; above this value is perceived as redundancy or duplication.

Reliability Statistics

Cronbach's Alpha	No. of Items
.812	33

The above test showed that the instrument is reliable and enough to measure what we would like to measure for the desired outcome of the study.

3.7. Ethical Considerations

When questionnaire are distributed, the researcher have informed the respondents on the introduction part of the paper, the title and the objective of the study. In addition to this, in order to develop respondents confidence they were informed that their response will be kept confidential and the information will be used only for academic purposes.

To avoid misunderstanding and problem related with questionnaire in acquiring information from the employees, the researcher have design the questions in clear and understandable manner.

CHAPTER FOUR

4. DATA ANALYSIS AND DISCUSSION

This chapter presents, analyzes and interprets the response and reactions that were gathered from the respondents through questionnaire, interview and document review. Among the distributed questionnaires to the 72 samples, 63 have been collected and this makes the response rate to be 87.5%. The reaming 9 were not returned.

4.1. Demographic Information of the Respondents

In this section, the general background of the respondent is summarized by focusing on their gender, age group, education status and years of service.

Table 1- Demographic information of respondents

Item	Category	Frequency	
		No	**Percentage**
Sex	Female	11	17.5%
	Male	52	82.5%
Age	<25	0	0.0%
	25-34	48	76.2%
	35-44	15	23.8%
	45-54	0	0.0%
	>=55	0	0.0%
Qualification	College Diploma	0	0.0%
	BA/BSC Degree	45	71.4%
	MA/MBA//MSC	18	28.6%
	PHD	0	0.0%
Experience (Current)	<1	9	14.3%
	2 - 3	9	14.3%
	3 - 5	33	52.4%
	> 6	12	19.0%
Experience (Previous)	<1	10	15.9%
	2 - 3	14	22.2%
	3 - 5	20	31.7%
	> 6	12	19.0%
	none	7	11.1%

Source: Own survey data (2018)

Firstly, among the total 63 respondents, 52 (82.5%) of them were male and the remaining 11 (17.5%) were female. This shows that the number of female staff working in Huawei much lesser than the number of male employees, which means there is a gender imbalance in the organization. As a result, this needs a special attention to increase the number of capable female in the telecom sector.

Secondly, regarding the age group of the respondents, the larger portion of the respondents that is 48 (76.2%) falls within the age group of 25 to 34. Age groups of 34 to 44 hold 15 (23.8%) number of respondents. From this, we can understand that Huawei is filled with more younger, energetic and productive work force and this will help transform the mission and vision of the organization it to reality. They will also be able to cope up with new and modern telecom technologies and make themselves ready to adapt to organizational change, culture and bring new thinking towards the goal and objective of the telecom sector.

And Concerning education status of respondents, staff who have received a higher education of BA/ BSC degree, make up the largest portion among the total respondents which is 45 (71.4%) and the remaining 18 (28.6%) have a higher education qualification of masters (MA/MBA/MSC). The fact that, all respondents have acquired higher education, degree and above, we can understand that the respondents can easily understand the questionnaire as desired by the research and can adequately answer the survey questions related with higher education.

Concerning the service year of the respondents in Huawei, the large portion of respondents 33 (52.4%) fall within the range of 3 to 5 years of service. The second highest 12 (19%) of the respondents have 6 and higher years of experience working in Huawei. Respondents with less than 1 and 2 to 3 years of experience both make up 9 (14.3%) of the total respondents respectively.

Concerning the service year of the respondents in another telecom equipment and service providing company, the larger portion of the respondents which is 14 (22.2%) and 20 (31.7%) fall within 2 to 3 and 3 to 5 years of service respectively. The third height number, 12 (19%) of the respondents have 6 and above years of experience. And respondents who have serviced other telecom equipment and service providing company for less than one year and none at all make up 10 (15.9%) and 7 (11.1%) respectively.

The research believes that the respondents have adequate telecom experience, which is essential for this research. This experience gives all the respondents qualification to adequately reflect their opinion regarding any issue concerning telecom talent and to identify any factors that might affect and influence their telecom knowledge and experience.

4.2. Analysis and Interpretation

Marshall and Rossman (1999) describe data analysis as the process of bringing order, structure and meaning to the mass of collected data.

Table 2 – Benefits of Working in Ethiopia Telecom Industry

No	Statements	Levels Of Agreement									
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
1	**In relation to the current Ethiopian telecommunication Industry**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
1.1	Having only one telecom service provider limits employees working in the telecom industry from attaining adequate telecom experience.	41	65.1	19	30.2	2	3.2	1	1.6	0	0
1.2	Working in Ethiopian telecom industry can adequately help the employee to compete with other employees in telecom industry worldwide.	5	7.9	15	23.8	9	14.3	25	39.7	9	14.3
1.3	The Ethiopian Telecom Industry is attractive to pursue employment in this sector.	4	6.3	14	22.2	13	20.6	21	33.3	11	17.5

Source: Own survey data (2018)

This first part of the questionnaire is designed to have a knowhow about how employees feel about working in Ethiopia telecom sector.

Regarding the overall response of the first part of the questionnaire, 95.3% or majority of the respondents think that, having one telecom service provider in Ethiopia limits employees from attaining adequate telecom experience and having more than one telecom service providing company can open up more exposure and opportunity. More than 50% or more than half of the

respondents feel that working in Ethiopian telecom industry will not adequately help them to compete with other employees in telecom industry worldwide and that the sector itself is not attractive for employees to peruse it. It can be inferred that the knowledge and experience they gain from working in the Ethiopian telecom sector is not adequate. As Lishan stated, the fact that our telecom sector is still in monopoly control of the Ethiopian government, in order for Ethiopia's telecommunication sector to have a significant growth and to increase its competitiveness and innovation there should be a changes in policy (Lishan, 2012).

Table 3 – In Relation to Non-Ethiopian Employee

No	Statements	Levels Of Agreement									
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
2	**In relation to expatriates or non-Ethiopian employees**	F	%	F	%	F	%	F	%	F	%
2.1	Your organization give priority to non- Ethiopian compared to Ethiopians.	19	30.2	28	44.4	4	6.3	8	12.7	4	6.3
2.2	Complicated tasks that need high-level skill are given to Ethiopian Employees.	10	15.9	6	9.5	8	12.7	30	47.6	9	14.3
2.3	When an opportunity opens for a higher and managerial position, Ethiopian employees are given priority.	0	0	8	12.7	7	11.1	33	52.4	15	23.8
2.4	Non- Ethiopians are perceived to perform better and achieve more targets than Ethiopian employees.	6	9.5	22	34.9	8	12.7	15	23.8	12	19.0
2.5	Your company exerts effort on skill transfer from non- Ethiopian-to-Ethiopian employees.	11	17.5	31	49.2	10	15.9	7	11.1	4	6.3
2.6	Your company performs efforts to substitute non- Ethiopian employees with Ethiopian employees.	4	6.3	34	54.0	6	9.5	14	22.2	5	7.9
2.7	The Ethiopian law puts pressure on international companies to limit the expatriates or non- Ethiopian employees they hire.	0	0	0	0	10	15.9	28	44.4	25	39.7

Source: Own survey data (2018)

In order to assess the relationship between Huawei as an organization, local/ Ethiopian employee and non-Ethiopian employees, the above questions where included in the questionnaire.

The majority or 47 (74.6 %) of the respondents think that their organizations gives priority to non-Ethiopian or expatriate employees than Ethiopian employees and 39 (61.9 %) of them also responded that, complicated tasks that need high-level skill are given to non-Ethiopian Employees. For the third issue concerning, when opportunity opens for a higher and managerial position, Ethiopian employees are given priority, 48 (76.2%) of the respondents disagreed to the statement. Moreover, weather Non- Ethiopians are perceived to perform better and achieve more targets than Ethiopian employees, the majority of the respondents 28 (44.4%) agreed to this statement. 53 (84.1%) of the respondents also believe that our Ethiopia law does not pressure international companies to limit the expatriates or non- Ethiopian employees they hire.

Regardless to the above responses, 42(66.7%) and 38 (60.3%) of the respondents agreed to the statement that their organization exerts effort on skill transfer from non- Ethiopian to Ethiopian employees and that it performs efforts to substitute non- Ethiopian employees with Ethiopian employees respectively.

It is clear to understand from the above response that non-Ethiopian employees or expatriates are given more attention, more work, more responsibilities and more priority, and as a result, they are receiving more knowledge, more experience and recognition compared to Ethiopian employees. In addition, our Ethiopian labor law does not put any limitations regarding non-Ethiopian employees. But the fact that there is an effort of skill transfer and effort to replace non Ethiopian employees with Ethiopian employees shows a great lip forward in the organizations localization process and encourages the existing local employees to perform better and acquire the feeling of belongings.

Table 4 – Status of Ethiopian Higher Education System

No	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
3	**In relation to Ethiopian Higher education**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
3.1	There are telecom and ICT field of study in Ethiopia Government and private universities.	10	15.9	33	52.4	11	17.5	9	14.3	0	0
3.2	Formal telecom and ICT Education is Key for future employment in the telecommunication industry.	29	46.0	30	47.6	4	6.3	0	0	0	0
3.3	Ethiopian Higher education facilities (both governmental and private) provide qualified and sufficient telecom and ICT education.	5	7.9	6	9.5	17	27.0	27	42.9	8	12.7
3.4	The teachers, in the Ethiopian Higher education facilities both have the necessary telecom and ICT qualification and Practical knowledge.	1	1.6	2	3.2	11	17.5	36	57.1	13	20.6
3.5	The telecom and ICT education acquired in the Ethiopia Higher education facilities, gives the graduates the ability to compete in the global market.	2	3.2	14	22.2	4	6.3	26	41.3	17	27.0
3.6	Ethiopian universities provide adequate and Practical telecom and ICT related education to students.	0	0	2	3.2	11	17.5	33	52.4	17	27.0
3.7	Ethiopian Universities create the opportunity for top and high ranking students to get internship opportunities in the telecom industry.	7	11.1	26	41.3	11	17.5	11	17.5	8	12.7

Source: Own survey data (2018)

The above table discuses about the current status of the Ethiopian higher education system, with specific focus in ICT and telecom fields. As agreed by 93.6 % (59) of the respondents, formal telecom and ICT Education is key for future employment in the telecommunication industry and

if students do not acquire significant knowledge and skills, Ethiopia will not be able to compete within a global economy.

Even though, 43 (68.3%) of the respondents have agreed to the statement that there is telecom and ICT field of study in both Ethiopian Government and private universities, 35 (55.6%) of them believe that the Ethiopian Higher education facilities (both governmental and private) does not provide qualified and sufficient telecom and ICT education. In addition, 50 (79.4%) of them also disagreed the statement that Ethiopian universities provide adequate and Practical telecom and ICT related education to students.

According to the respondents, the majority or 49 (77.7%) disagreed that the teachers, in the Ethiopian Higher education facilities both have the necessary telecom and ICT qualification and Practical knowledge. Moreover, another majority 43(68.3%) of them have responded that the telecom and ICT education acquired in the Ethiopia Higher education facilities, does not give the graduating students the ability to compete in the global market.

In the brighter side, 33 (52.4) of the respondents agreed that internship opportunities have been created for high ranking students by Ethiopian universities which is a great opportunity for students to acquire greater knowledge and practical experience.

The response collected from the third part of the questioner survey clearly shows that there is a big gap in our education system. The respondents or the former students believe that adequate and practical telecom and ICT education is not being provided in the Ethiopian higher education systems and the higher institutions teachers or lectures do not have the necessary telecom and ICT qualification and Practical knowledge to provide the students with enough, qualified and competitive knowledge. Based on the 2015 national review on Ethiopian education, due to luck of investments in improving the numbers and the qualifications of teachers and the availability of equipment, student achievement has not sufficiently improved (Education for All 2015 National Review Report, 2015).

Table 5– Ethiopian Migration or Brain Drain

No	Statements	Levels Of Agreement									
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
4	In relation to Migration (Brain Drain)	F	%	F	%	F	%	F	%	F	%
4.1	You prefer to work in Ethiopia telecom industry.	12	19.0	17	27.0	13	20.6	11	17.5	10	15.9
4.2	You prefer to work in the telecom industry abroad.	33	52.4	23	36.5	5	7.9	2	3.2	0	0
4.3	You will receive better Telecom and ICT education by learning abroad	33	52.4	21	33.3	5	7.9	3	4.8	1	1.6
4.4	If you received the opportunity to get telecom and ICT education abroad, will you have an interest and willingness to return and work in your home country?	22	34.9	13	20.6	15	23.8	5	7.9	8	12.7
4.5	The employment opportunity in the Ethiopian telecom industry is not attractive.	27	42.9	26	41.3	4	6.3	6	9.5	0	0
4.6	The current Ethiopian telecom market is attractive for abroad telecom and ICT educated and experienced Ethiopian candidates.	4	6.3	2	3.2	14	22.2	28	44.4	15	23.8
4.7	The Ethiopian Government works and puts efforts towards attracting, abroad telecom and ICT educated and experience Ethiopians.	3	4.8	5	7.9	9	14.3	27	42.9	19	30.2

Source: Own survey data (2018)

The above-mentioned questions try to address concerns regarding the Ethiopian talent migration or brain drain. Form the total questions a majority of the respondents, 56 (88.9%) have the interest to work in a telecom company abroad or outside Ethiopia and from the total only 40% of them have the interest and preference to work in the Ethiopian telecom industry. In addition, 54 (85.7%) of the respondents agree on the statement that they can receive a better telecom and ICT education by learning abroad and . 43 (68.2%) of the respondents believe that the current employment opportunity in the Ethiopian telecom industry is not attractive. which can be one of the reason for the respondents interest to migration. As mentioned by Dinh & Nguyen, unattractive employment

opportunity and poor education system is some of the reasons for a brain drain or migration of educated and experienced potential employee (Dinh & Nguyen, 2017),.

According to the respondents, 43 (68.2%) and 46 (73.1%) of them disagreed in issues that our Ethiopian telecom market is attractive for abroad educated and experience talent and weather our government puts effort to attract these talent respectively. This results a big challenge for our country talent pull and telecom advancement.

For the finally question, 35 (55.5%) of the respondents, If they received the opportunity to get telecom and ICT education abroad, they have an interest and willingness to return and work in your home country.

In general, it can be understood from the response of the respondents that, majority of them are not fully happy or satisfied with the telecom sector employment and education available in Ethiopia, creating an interest for them to seek abroad or other countries and as a result will minimize the telecom educated and experienced talent available in Ethiopia telecom sector. But the fact that, 55.5% of the respondents, even if they receive the opportunity to get education abroad, have the interest and willingness to come back shows their interest to help their country develop and grow which is an element to be cherished.

Table 6 – Effect of Organizational Climate and Organizational Policies on Employee Talent and Experience

No	Statements	Levels Of Agreement									
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
1	Organizational policies and culture will influence employees work attitude and behavior	55	87.3	6	9.5	0	0	0	0	2	3.2
2	Your current organization encourages you to develop your communication skill and in turn your confidence.	15	23.8	29	46.0	9	14.3	5	7.9	5	7.9
3	Your current organization uses different motivational elements to increase your work motivation and performance.	13	20.6	33	52.4	5	7.9	5	7.9	7	11.1
4	Your current organization encourage you to be innovative and creative in your specific work filed	11	17.5	26	41.3	1	1.6	9	14.3	16	25.4
5	Your current organization exerts effort to develop its staff knowledge and experience.	20	31.7	20	31.7	5	7.9	8	12.7	10	15.9
6	Your current organization gives you a clearly stated job description, so that you can specialize in your specific field.	0	0	31	49.2	7	11.1	14	22.2	11	17.5
7	The solutions and changes proposed by you, is properly received and welcomed by your current organization.	0	0	29	46.0	11	17.5	19	30.2	4	6.3
8	If the solutions and changes you have proposed are accepted, will it motivate and encourage you.	33	52.4	15	23.8	9	14.3	4	6.3	2	3.2
9	Your current organization creates a knowledge sharing opportunity between co-workers to increase employee's knowledge and experience.	23	36.5	22	34.9	8	12.7	10	15.9	0	0

Source: Own survey data (2018)

In this section the researcher tires to identify any effects organizational policies and organization climate might have on an employee's talent and experience since 96.8% of the respondents have agreed that Organizational policies and culture will influence employees work attitude and behavior.

The majority of the response collected from the respondents was very positive which clearly shows that their current organization or Huawei works to improve its organizational climate and policies in order develop relationship and motivates its employees to perform and achieve more. According to 44 (69.8%) of the respondents, they believe that Huawei encourages them to develop their communication skill and their confidence and 73% and 71.4% of them agreed that their organization use's different motivational elements to increase their work motivation and performance and creates a knowledge sharing opportunity between co-workers to increase their knowledge and experience respectively.

For the remaining questions, 40 (63.4%) of the respondents feel that Huawei exerts several efforts to develop its staff or their knowledge and experience and 37 (58.8%) of the respondents agreed that Huawei encourages them to be innovative and creative with is beneficial for both the employee and the organization.

Job descriptions are key elements in an organization so that employees will clearly know their assigned roles and what is expected from them and 31 (49.2%) of the total respondents agreed that their current organization gives them clear stated job descriptions. For the remaining two questions, 29 (46%) of the respondents agreed that the solutions and changes proposed by them, are properly received and welcomed by their organization and other . 48 (76.2%) of them feel that, if the solutions and changes proposed by them are accepted, it will motivate and encourage them. This can be assessed as a great tool for the organization or Huawei's success.

The interviews were conducted with 5 high key position managers of Huawei in order to assess the current Ethiopia telecom talent market situation and the interview responses received are the following,

- ✓ The respondents from the interview believe that the current telecom talent market is not abundant.

- ✓ The managers have faced difficulties in finding and recruiting candidates with sufficient expertise in telecommunication sector especially in areas of delivery, account sales and solution sales.
- ✓ The reasons for the above statement listed by them are: -
  - o Having one telecom service providing company limits the option of having several telecom-experienced talent.
  - o There are only few big global telecom vendors currently operational in Ethiopia and the current vendors will only compete to attract talent from one another rather than trying to empower the employees currently working under their organization.
  - o Even if there are few high-qualified talents in the market, they are expense and they mostly do not have the interest to leave their current company.
  - o There are only few organization in Ethiopia that provide certification in telecom fields and plus they are very expensive, limiting employee from attaining the required telecom certifications.
- ✓ There are solutions proposed in order to solve and overcome this challenges,
  - o Giving high concentration in recruiting fresh graduates and developing them
  - o Increasing the number of vendors working with Ethio telecom and on Ethiopia network and telecommunication
  - o If possible, privatization of the Ethiopia telecommunication industry and
  - o Inviting more organizations that provide different telecommunication certifications and each organization should put efforts in developing, empowering and training their employee to increase their competence and qualification.

Other comments and suggestion received was, there is an imbalance in the current telecom talent demand and supply and current telecom work situation is one of the factors that influence this imbalance. If the current telecom sector work is not good or when there is less work, it will be a bit easy for the management to find the required talent but in situations where there are big projects then it will be very difficult for telecom equipment, network and service providing companies like that of Huawei to find, recruit and even retain telecom talent.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter focuses on the summary of the major findings of the research questions, conclusions and recommendations forwarded in light of the relevant literature developed by scholars and responses of research participants and limitations encountered.

5.1. Summary of Major Findings

In order to address the basic questions, descriptive research design was employed by using mixed approach, which comprised both qualitative and quantitative method of data gathering. Data was gathered though questionnaire, interviews and document review were made to triangulate the validity of the data obtained.

To collect data, 72 questionnaire copies were distributed by used stratified random sampling methods. Out of which 63 (87.5%) of the questionnaire were collected. Furthermore, interview that included questions, which was not incorporated in the questionnaire, were made with high-level Chinese managers. The data collected from target respondents through questionnaire was compiled and summarized by used SPSS (Statistic package or the social science) statistical software. Finally, information obtained from questionnaire, interviews and document review were analyzed and interpreted.

According to the data analysis presented in the previous chapter, there were both positive and negative findings considering the Factors Influencing the Availability of Telecom Talent in Huawei. Overall, the major findings are presented below in relation to the response gathered from the respondents.

➢ The analysis of the questionnaire and interviews has shown that, having only one telecom service providing company in Ethiopia limits the employees from attaining adequate telecom experience and that the Ethiopian telecommunication sector is not attractive in general to per sue the sector after receiving higher education.

➢ The Majority of the respondents believe that, more priority in high-level works and complicated tasks and carrier development is given to non- Ethiopian or expatriate

employees limiting the exposure, experience and knowledge the Ethiopian employee can obtain.

➢ From the study, it was also identified that, most of the respondents agreed that the Ethiopian higher education lucks adequate telecom or ICT field of study that provides adequate and practical telecom and ICT related education and facilities necessary for the practical knowledge so that employees can compete in the global market.

➢ Most of the respondents have the interest to work in a telecom company abroad and they believe that they can receive a better telecom and ICT education learning abroad. In addition to this, the respondents agreed that the current Ethiopian telecom market is not attractive for abroad educated and experience talent, which will decreases the availability of telecom educated and experienced talent in the Ethiopian talent pool.

➢ Majority of the respondents also agreed that Organizational policies and culture will influence employees work attitude and behavior and in turn their talent and experience.

➢ Over all, the major problems identified in relation to the current Ethiopian telecom talent market situation include:-

- Having only one telecom service provider
- only few big global telecom vendors currently working in Ethiopia
- luck of companies that provide telecom related certification to employees

5.2. Conclusion

Talent is the most valuable assets in an organization and their availability and unavailability can influence an organization greatly. The study findings were able to identify some of the factors that will affect the availability of telecom talent in the Ethiopian telecom market.

These factors include; the monopoly control of the Ethiopian telecom industry is the first factor that will affect the availability of telecom talent since it limits the employees from exposure to innovation, ideas and adequate experience. Secondly, Private telecommunication equipment, network and service providing companies like that of Huawei give priority to non-Ethiopian employees or expatriates which hinder the Ethiopian employees from holding higher and key positions and positions that need complicated skill levels and expertise. The Ethiopian higher education system, in relation to, luck of providing adequate telecom or ICT field of study and

practical knowledge comprise the third influencing factor since agreed by the respondents, formal telecom and ICT Education is key for future employment in the telecommunication industry. The forth factors as identified from the research finding is, migration. The majority of the respondents have the interest to learn and work in a telecom company abroad and they do not believe that the current telecom market is attractive for them to come back if they received the opportunity to learn and work abroad which in turn will decreases the number of qualified candidate to fill any company's positions.

The other factor specified was that, the policies and climate enforced and followed by Huawei have a high effect and can influence employee's talent and experience. For example, if an organization encourages you to be innovative and creative, creates a platform for knowledge and experience sharing, provide opportunity for employees to get training and certification, participates its employees in decision making and etc., will create the opportunity for employees to increase and improve their knowledge, their talent and experience.

Because of the above-mentioned factors, hiring managers are having difficulty in finding and recruitment telecom talent with high telecom expertise, education and telecom related certifications. As a result, the hiring managers responded that, the Ethiopian telecom talent market is not abundant.

5.3. Recommendation

On the base of the finding and the conclusion reached, the following recommendations are forwarded in order to improve the availability and abundance of talent in Ethiopia telecom market.

➢ Since the Monopoly control is limiting employees from attaining adequate telecom experience, it is recommends that the Ethiopian government should consider the possibility of privatizing the Ethiopian telecom sector even if it is one of the biggest revenue sources for the country. Inviting more global vendors will also expose our countries telecom sector to new technologies, which will also benefit the employees.

➢ Even if the findings show that, more priority is given to non-Ethiopian or expatriates employees, it is recommended for telecom organization (private telecom vendors) to make

more effort to replace the non- Ethiopian with the Ethiopian employees, create opportunity for knowledge sharing and transfer and open opportunities for aboard training and knowledge sharing for Ethiopian employees.

➢ In addition, the Ethiopian government should formulate laws or policies limiting private organization on the number of expatriate employees they hire to give more chance to our own talent and eventually decreases their interest in work abroad.

➢ The current education system and practice should be reviewed and amended to making it compatible with current situations and technologies.

➢ The Ethiopian government and people as a hole should make effort to change the views most Ethiopian have with regard to migration. Even though learning abroad is a good thing, we should be able to develop the interest and willingness to come back to our home country and work for a better future since we are the future of Ethiopia.

➢ Finally, telecom organizations both governmental and private should work more on improving their organizational policies and climate with the sole purpose of empowering their employees by creating more opportunities for them to increase their telecom knowledge and experience and opening internship opportunities for fresh graduating students so they can get practical knowledge and have interest to peruse employment in the telecom sector

5.4. Limitation of the Study and its Implication for Further Research

❖ While conducting this study, the following limitations have been encountered:

    ➢ The absence of relevant and up-to date researches related to the factors influencing the availability of telecom talent in Ethiopia in General and in Huawei Ethiopia specifically.

    ➢ Language barriers exist during the data collection through interviews with Chinese national's employees of Huawei.

    ➢ The other is related to external or uncontrollable variables, which include; lack of corporation from few of the respondents and their commitment to complete filling the questionnaire and interviewee's corporation to devote their time to provide the researcher with the relevant information to the study.

❖ The finding of this research would be more fruitfully if it were conducted on a wider scale by including Ethio telecom and other telecommunication vendors working in Ethiopia. Thus, due to time and financial constraints, this research does not reveal the overall views and therefore, future research could add extensions to this study via conducting extensive study in such a way to achieve the desired outcome in the sector

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APPENDICES

APPENDIX 'A'

QUESTIONNAIRE

Dear respondents:

This questionnaire is designed to collect primary data used for a research entitled "FACTORS AFFECTING THE AVAILABILITY OF TELECOM TALENT IN ETHIOPIA TELECOMMUNICATION INDUSTRY; A CASE STURDY OF HUAWEI TECHNOLOGIES ETHIOPIA PLC." and you are one of the respondents selected to participate on this study. The study will have a great contribution if you complete all the items covered in the questionnaire having your genuine, honest, and prompt response since it is a valuable input for the quality and successful completion of the study. In this connection, I would like to assure you that the information you provide will be used for an academic purpose only and all responses will be treated in a strict confidentiality.

Therefore, I kindly request your cooperation in answering the questions as clearly as possible.

General Instructions

- ✓ There is no need of writing your name

- ✓ In all cases where answer options are available please tick (✓) in the appropriate box

- ✓ For questions that demand your opinion, please try to honestly describe as per the questions on the space provided.

Thank you, for your cooperation and timely response in advance!

PART 1: GENERAL BACKGROUND INFORMATION

1. Your Age (in years):

   a) Under 25 ☐

   b) 25- 34   ☐

   c) 35- 44   ☐

   d) 45- 54   ☐

   e) 55 and above ☐

2. Sex

   a) Male   ☐

   b) Female ☐

3. Higher Academic Qualification

   a) College Diploma   ☐

   b) BA/BSc Degree   ☐

   c) MA/MBA/MSC   ☐

   d) PHD   ☐

   e) Other (please state) ---------------------

4. Years of Experience in Current Organization

    a) Less than one ☐

    b) 1-2 ☐

    c) 3-5 ☐

    d) 6 and above years ☐

5. Years of experience in other Telecom Service Providing Company

    a) Less than one ☐

    b) 1-2 ☐

    c) 3-5 ☐

    d) 6 and above ☐

    e) None ☐

PART II: Please indicate the extent to which you agree with each statement below by putting "√"mark in the appropriate column in the table below against each of the response scales:

Strongly Agree, Agree, Neutral, Disagree, Strongly disagree

Q 1. Please rate your satisfaction for below statements in relation to factors that will influence the availability of telecom talent in Ethiopia telecommunication industry

No	Statements	Levels Of Agreement				
		SA	A	N	D	SD
1	**In relation to the current Ethiopian Telecommunication Industry**					
1.1	Having only one telecom service provider limits employees working in the telecom industry from attaining adequate telecom experience.					
1.2	Working on Ethiopian telecom industry can adequately help the employee to compete with other employees in telecom industry worldwide.					
1.3	The Ethiopian Telecom Industry is attractive to per sue employment in this sector.					
2	**In relation to expatriates or non-Ethiopian employees**					
2.1	Your organization give priority to non- Ethiopian compared to Ethiopians.					
2.2	Complicated tasks that need high-level skill is given to Ethiopian Employees.					
2.3	When an opportunity opens for a higher and managerial position, Ethiopian employees are given priority.					
2.4	Non- Ethiopians are perceived to perform better and achieve more targets than Ethiopian employees.					

2.5	Your company exerts effort on skill transfer from non-Ethiopian-to-Ethiopian employees.					
2.6	Your company performs efforts to substitute non- Ethiopian employees with Ethiopian employees.					
2.7	The Ethiopian law puts pressure on international companies to limit the expatriates or non- Ethiopian employees they hire.					
3	**In relation to Ethiopian Higher education**					
3.1	There are Telecom and ICT field of study in Ethiopia Government and private universities.					
3.2	Formal Telecom and ICT Education is Key for future employment in the telecommunication industry.					
3.3	Ethiopian Higher education facilities (both governmental and private) provide qualified and sufficient Telecom and ICT education.					
3.4	The Teachers, in the Ethiopian Higher education facilities both have the necessary Telecom and ICT qualification and Practical knowledge.					
3.5	The Telecom and ICT education acquired in the Ethiopia Higher education facilities, gives the graduates the ability to compete in the global market.					
3.6	Ethiopian universities provide adequate and Practical Telecom and ICT related education to students.					
3.7	Ethiopian Universities create the opportunity for top and high ranking students to get internship opportunities in the Telecom industry.					
4	**In relation to Migration (Brain Drain)**					
4.1	You prefer to work in Ethiopia Telecom industry.					
4.2	You prefer to work in the telecom industry abroad.					
4.3	You will receive better Telecom and ICT education by learning abroad					

No	Statements	SA	A	N	D	SD
4.4	If you received the opportunity to get Telecom and ICT education abroad, will you have an interest and willingness to return and work in your home country?					
4.5	The employment opportunity in the Ethiopian Telecom industry is not attractive.					
4.6	The current Ethiopian telecom market is attractive for abroad telecom and ICT educated and experienced Ethiopian candidates.					
4.7	The Ethiopian Government works and puts efforts towards attracting, abroad telecom and ICT educated and experience Ethiopians.					

What do you think are the major challenges that will hinder the availability of Telecom educated and Telecom experienced talent in Ethiopia telecom sector?

_____

_____

_____

_____

Q 2. Please rate your satisfaction for below statements in relation to Organizational policies and organizational climate

No	Statements	Levels Of Agreement				
		SA	A	N	D	SD
1	Organizational policies and culture will influence employees work attitude and behavior.					
2	Your current organization encourages you to develop your communication skill and in turn your confidence.					

3	Your current organization uses different motivational elements to increase your work motivation and performance.						
4	Your current organization encourage you to be innovative and creative in your specific work filed						
5	Your current organization exerts effort to develop its staff knowledge and experience.						
6	Your current organization gives you a clearly stated job description, so that you can specialize in your specific field.						
7	The solutions and changes proposed by you, is properly received and welcomed by your current organization.						
8	If the solutions and changes you have proposed are accepted, will it motivate and encourage you.						
9	Your current organization creates a knowledge sharing opportunity between co-workers to increase employee's knowledge and experience.						

If you have any comment or suggestions you would like to add please write your opinion on the space provided below

_____

_____

_____

Thank you for your corporation

APPENDIX 'B'

INTERVIEW

1. In your opinion, do you think the current telecom talent market is abundant?

2. In your experience, have you faced any difficulty in finding or recruiting candidates with sufficient expertise in telecommunication sector?

3. If yes for question no. 2, in which specific telecom areas have you faced difficulty to find experienced candidates?

4. If yes for question no. 2, what do u think are the major reasons? What are your proposed solutions?

5. Do you have any other comments or suggestions regarding the Ethiopian telecom talent market?