EMPLOYEE TRAINING AND STAFF PERFORMANCE IN
SELECTED TELECOMMUNICATION COMPANIES
IN MOGADISHU - SOMALIA

A Thesis
Presented to the School of
Postgraduate Studies and Research
Kampala International University
Kampala, Uganda

In Partial Fulfillment of the Requirement for the Degree
Master of Business Administration

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October, 2011
DECLARATION A

"This dissertation is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".

Abdulnabi Omar Sheikh

Name of the candidate

Signature of the candidate
DECLARATION B

"I/ We confirm that the work reported in this dissertation was carried out by the candidate under our supervision".

[Signature]

Name of Supervisor

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Date
This dissertation entitled "Employee Training and Staff Performance in Selected Telecommunication Companies in Mogadishu- Somalia" prepared and submitted by Abdullah Omar Sheikh Hassan in partial fulfillment of the requirements for the degree of Master of Arts in Project Planning and Management has been examined and approved by the panel on oral examination with a grade of PASSED.

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Name and Sig of Director, SPGSR

Name and Sig of DVC, SPGSR
DEDICATION

I dedicate this thesis to my father Mr. Omar Sheikh Hassan, he has been very instrumental in making me what I am now and may almighty Allah reward him abundantly.
ACKNOWLEDGEMENT

My heartfelt gratitude goes to my supervisor Mr. Wandiba Augustine whose support and advice enabled me accomplish this research successfully.

I also extend my sincere gratitude to my panelists; Mr. Malinga Ramadan, Dr. Yahya Ibrahim, and Mr. Kibu. And also thank the Novembereta L. summil, DVC, SPGSR and Director of SPGRR for his courageous remarks regarding this thesis.

I also thank the management of Telecommunication Companies in Mogadishu Somalia for giving me a chance to carry out my research with them; their parental support especially on giving me necessary information regarding this research is an unforgettable part that positively contributed to the success of this thesis, may Allah reward them accordingly.

My special gratitude goes to my wife Hodon Ali Mohamed for moral and spiritual support she rendered me throughout my entire study period, her care and tender love has seen me through this level of academic attainment.

A vote of thanks also goes to my dear mother Dhaqan Abtidon abdi, my brothers; Mohamed Omar, Adam Omar, Abdirahman Omar, Muno Omar, Saito Omar, abdifatah abdullahi and Shamso Omar, and my friend Abshir Deeq Olaad.

Allah bless you all.
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ABSTRACT

The study looked at the Employee Training and Staff Performance in Selected Telecommunication Companies in Mogadishu- Somalia.

The study of the objectives is to determine the level training and staff performance in selected telecommunication companies in Mogadishu Somalia.

The main Purpose of the study was to determine the relation between of employee training and staff performance in selected telecommunication in Mogadishu - Somalia.

The study was conducted through descriptive survey and correlation research design. Questionnaires methods were used to collect data from the respondents; self-administered questionnaires were ideal. The questionnaires comprised of both closed-ended and open-ended questions. Out of the 134 questionnaires distributed, the researcher only receives 100 questionnaires back and I used in this study sampling procedure was Simple sampling technique is technique that selects a sample without bias.

Conclusion and the key findings of the study reveal that; the employee performance can improve after undergoing training, the employee training has a positive impact on the level of staff performance due to the high rate of the respondents who agreed with this issue, the rate of the relationship between staff and their performance is very high, that there is an impact of employee training in telecommunication companies in Mogadishu – Somalia as realized by the employees and the management, among others.

The study therefore recommends that; the telecommunication companies should emphasize the importance of employee training to all their employers, should introduce compulsory employee training where necessary, companies should carry out employee training of various ways in a way that will benefit the company by increasing its performance, and also the telecommunication companies should improve on the employee salaries in order to avoid company brain drain after the employee training as this wastes resources.
CHAPTER ONE
THE PROBLEM AND ITS SCOPE

Background of the Study

In the world, with the expansion of the organization, Human Resource job in no longer limited to their native country but has extended worldwide. Localization is a key to successful expansion that helps in improving upon workforce connections, doing the work effectively and efficiently, and reducing global turnover. As the organizations are expanding globally, training has become quite an essential factor to improve performance of their staff. It is challenge of global human resources and training organization to balance the mission of the global organization and the local requirements and customs in each office. Most organizations in the world, simply understand that their people are their competitive advantage.

However, companies everywhere deliver products and services to their customers using a multi-cultural training workforce, whether or not they are global companies. Employees, managers and executives need to be able to work productively with the people different from themselves-people who want the same things- safety, security, a good job, a decent wage and interesting work.

In Africa, although training programs opportunity is effective in many African countries and practiced to improve the performance of the staff in particular and to equip their employees multi-cultural training globally in general. Managers and supervisors at all levels share the responsibility to ensure staff training and development to implement organizational policies that intended to be followed.
However, the need for improved and expanded training for the companies has been demonstrated by the national authorities in developing and least developed countries especially in Africa. Developments in those areas can inform the initiatives in companies in Africa and any success in one area may be applied in others. Vehicles for the delivery of training can be shared by different sectors and there are parallel training needs in industry which the larger operators are more than able to meet high organizational performance through well trained staff and committed.

In Mogadishu Somalia, when the central government collapsed, the telecommunication and postal services were both previously state-run were destroyed during the war. They were replaced initially by domestic radios, which are still found throughout the country, particularly in rural areas. Since 1994, however, in Somalia run companies linked to international ones have re-established telecommunication services in the main urban centers and some of the smaller towns and villages and come need to train the employee to improve their performance. With regard of this, these companies implement a training intended to improve the performance of their staff, although the training they provide to the employees it was not effective in some organizations in Mogadishu. Despite, the training programs in Mogadishu companies is so growing gradually after Training refers to a planned effort by an organization to facilitate employees’ learning of job related competences. These competencies include knowledge, skills and behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skills and behaviors emphasized in training programs and to apply them to their day-to-day activities. Cambridge advanced
learner’s dictionary defines performance as “how well a person, machine, etc does a piece of work or an activity”. Performance means both behaviors and results. (Armstrong, 2001).

Organizations cannot work without human resources and in fact no organizations can work effectively without trained human resources. Appropriately trained and developed human resources can mean the difference between organizational success and failure. Training increases the knowledge and skills of an employee, helps remove performance deficiency in employees, enables organization to attract talented employees, reduce the probability of employees leaving their jobs, minimizes accidents, scrap and damage to machinery and equipment can be avoided or minimized through training. Well-trained staffs with job security, compensations that reflect their skills, commitment to the organization, career development opportunities, and continued education can lead the organization to achieve its objectives effectively. Organizations cannot sustain the standard of excellence with anything less than a true commitment to these core values.
Statement of the Problem

All companies invest to employee training with the aim of improving organizational performance specially those staffs with different specialties such as telecommunication engineering, customer services, sales and marketing and financial experts.

However it is unfortunate that, though telecom performance is admirable and a lot of investment has been directed to staff training, some employees remain performance they poor in line of work. This has effected the company’s performance and increased the level of completion with other telecommunication companies. The researcher aims to assess the effect of employee training to achieve the staff performance in selected telecommunication companies in Mogadishu-Somalia.

Purpose of the Study

The purpose of the study is to determine the relation between of employee training and staff performance in selected telecommunication in Mogadishu- Somalia

Research objective

The objectives of this study are as follows:

To determine the profile of the respondents as to:

1.1 Gender
1.2 Age
1.3 Educational level
1.4 Marital status
1.5 Position in the organization
1.6 Number of years of experience

2. To determine the level of employee training at telecommunication companies in Mogadishu - Somalia.

3. To determine the level of staff performance at telecommunication companies in Mogadishu - Somalia.

4. To determine if there is a relationship between training and staff performance of telecommunication companies in Somalia.

Research questions

1. What is the profile of the respondent as to:

1.1. Gender
1.2. Age
1.3. Educational level
1.4. Marital status
1.5. Position in the organization
1.6. Number of years of experience

2. What is the level of employee training at telecommunication companies in Mogadishu – Somalia?

3. What is the level of staff performance at telecommunication companies in Mogadishu – Somalia?

4. What is the relationship between training and staff performance of telecommunication companies in Somalia?
Hypothesis

The study will be guided by the following hypothesis:

$H_0_1$: There is no significant difference between the employee training and staff performance in selected telecommunication companies in Mogadishu, Somalia.

$H_0_2$: There is no relationship between employee training and staff performance in selected telecommunication companies in Mogadishu, Somalia.

Scope

The scope has three dimensions: time scope, geographical scope and content scope.

Geographical scope: The researcher conducted his study in selected telecommunication companies in Mogadishu, Somalia. (Telecom Somalia and Nation link) In Mogadishu Somalia.

Time scope: This study will be conducted between October 2006 up to November 2010.

Theoretical scope: The theoretical framework is adopted from the cognitive learning theory by abid.org, will be proved or disapproved.

Content scope: This study will be on employee training and staff performance in selected telecommunication companies in Mogadishu Somalia.
Significance of the Study

The study will be of great significant in the following ways;

First, the findings will provide information to organizations especially telecommunication companies on what ought to be done to improve the staff performance.

Secondly, the findings will also contribute to the existing information/literature that may be used for academicians who may wish to carry out further studies on a related subject matter.

The findings of this research will also be helpful to selected telecommunication companies in Mogadishu Somalia telecom.

Operational Definitions of Key Terms

According to Armstrong (2009), Training is the use of Systematic and planned instruction activities to promote learning. Training is the process of teaching the new and/or present employees the basic skills they need to effectively perform their jobs. Alternatively speaking, training is the act of increasing the knowledge and skills of an employee for doing his/her job. Thus, training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organizations to acquire and also to apply the required knowledge, skills and attitudes to perform their jobs effectively.

According to Bernadin (1995), performance is defined as the outcome of work because they provide the strongest linkages to the strategic goal of the organization, customer satisfaction and economic contribution. Rogers (1990), opines that performance in an interrelated
process, which ensures two basic categories of activities. All activities and people in local authority contributes as effectively as possible to the objective, all activates and objectives are systematically reviewed in away, which enables a local authority to learn and thereby improve its service to the community.

**On-the-job training**

On-the-job training is delivered to employees while they perform their regular jobs. In this way, they do not lose time while they are learning. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching.

**Off-the-job training**

This is the type of training that can take place outside the organization in form of *Seminars, Conferences, Classroom instruction* and *workshops*
CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/ Experts

Employee training concept

Training: Training goes by several definitions. A close look at these definitions provides one with a clear picture that training must be intentional rather than circumstantial; it must always have aims and objectives, which must be attained in order to achieve the overall objectives of the organization. Different scholars and researchers have defined training and development differently.

According to Dessler (1997), training is a “learning experience.” because; it seeks a relatively permanent change in an individual that will improve the ability to perform on a job. According to him, training can involve; “the changing skills, Knowledge, attitudes, or behavior”. Gomez supports the arguments of Dessler by emphasizing that training can improve the moral of employees. According to Gomez, training is planned effort to provide employees with specific skills to improve their performance. Effective training can also improve moral and increase an organization’s potential (Gomez: 2002).

As Reynolds (2004) points out, training has a complementary role in accelerating learning. He also commented that the conventional training model has a tendency to ‘emphasize subject-specific knowledge, rather than trying to build core learning abilities’.
In the opinion of Michael J. Jucious (2001), “training is any process by which the attitudes, skills and abilities of employees to perform specific job are improved.” Thus, it can be included that training is a process that tries to improve skills, or add to the exciting level of knowledge so that the employee is better equipped to do this preset job, or to mould him to be fit for a higher job involving higher responsibilities. In the other words, training is a learning experience that seeks a relatively permanent change in an individual that will improve his/her ability to perform this job.

According to Bernadin (1995), performance is defined as the outcome of work because they provide the strongest linkages to the strategic goal of the organization, customer satisfaction and economic contribution. Rogers (1990), opines that performance in an interrelated process, which ensures two basic categories of activities. All activities and people in local authority contributes as effectively as possible to the objective, all activates and objectives are systematically reviewed in away, which enables a local authority to learn and thereby improve its service to the community. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives
Importance of training

According to Khan (2003), described that the importance of employee training can be appreciated with the help of various advantages it offers to both employees and employers. These advantages include:

Better performance: Training improves employee’s ability and skills, which in turn improves employee’s performance both in quantity and quality. Better or increased employee performance directly leads to increased operational productivity and increased organizational profits. Improvements in employee performance/productivity in developed countries lend support to this statement.

Improved quality: Informal training programmes, the best method of performing jobs are standardized and then taught to employees. This offers two-fold benefits. First, uniformity in work performance helps improve the quality of work or service. Secondly, better informed or, say, trained workers are less likely to make operational mistakes.

Less supervision: A trained worker is self-reliant. He knows his work and way to perform it well. Therefore, his work requires less supervision. The supervisor can devote his time to more urgent works.

Less learning period: A well-planned and systematically organized training programme reduces the time and cost involved in learning. Training enables to avoid waste of time and efforts to learning through trial and error methods. High morale: Training not only improves the ability and skill of employees, but also changes employee attitude toward positive. Higher performance, job satisfaction, job security, and avenues for internal promotion lead to higher morale among the employees. High morale in turn, makes employees more loyal to the organization.
Personnel Growth: training improves employee's ability, knowledge and skills and, thus prevents employee's obsolescence. This makes employees growth-oriented.

**Areas of training**

Knowledge: training at imparting knowledge to employee provides for facts information and principles related to his or her job. In general, training imparted in the knowledge area considers three aspects, namely, job context, job content and quality of work.

Technical skills: the training in this area aims at teaching the employees the physical acts or action like operating a machine, working with a computer sing the mathematical tools to take decision, etc. it is somewhat like education training.

Social skills: the training in this area is boarder in scope embracing many aspects. This category of training aims at the development of individual and teamwork. Accordingly, employees are imparted training to acquire and sharpen such behavioral and human relation skills that help improve interpersonal relationship, better teamwork and effective leadership.

Techniques: training in this area involves teaching employees the manners how to apply knowledge and skills to dynamic situation.

Attitude: this involves orientation or induction programs that help change the employee attitudes favorable toward the achievement of organizational goals. Through training programmers employee's attitudes are mounded to renders support for the effective completion
of company activities and inculcate the spirit of better co-operation and greater loyalty among the employees.

Types of training

According to Batemen Snell (2002) companies invest training to enhance individual performance and organizational productivity. The most popular areas include computer application, management skills/development and supervising skills, technical skills, and communication skills.

First type of training is orientation training: is typically used to familiarize new employee with their jobs, work units, and the organizational in general. Done well, orientation training has a number of reputed benefits including lower employee turnover, increasing morale, better productivity, lower recruiting and training costs, and the like.

Second type of training is team training: has taken on more importance as organizations reorganize to facilitate individual working to gather. A team train teaches employee the skill they need to work together and also facilitates their interaction.

Third type of training is diversity training: are programs that focus on identifying and reducing hidden biases against people with differences and developing the skills needed to effectively manage a diversified workforce.
Phases of training process

Assessment phase

This phase involves identifying training needs, setting training objectives, and developing criteria against which to evaluate the result of training program. Training requirements are determined by conducting a need analysis. A need analysis is an assessment of an organization's training needs that is developed by considering overall organizational requirements, tasks (identified through job analysis) associated with jobs for which training is needed, and the degree to which individuals are able to perform those tasks effectively.

Training design and implementation phase

This involves determining training methods, developing training materials, and actually conducting the training. Although formal classroom training is common, the considerable amount of training is conducted using on-the-job training methods. With such methods, the trainee learns while actually performing a job, usually with the help of knowledgeable trainer.

Evaluation phase

This entails evaluating the results of training in terms of the criteria developed during the assessment phase. Major ways to evaluate training include measuring participants' reactions to the training to determine how useful they thought it was, assessing actual learning (perhaps through tests before and after training), determining the extent of behavioral change (possibly by having the supervisor or
subordinates of a trainee assess changes in the individuals behaviour), and measuring actual results on the job (such as increased output).

**Training Methods**

There are two broad types of training: on-the-job and off-the-job techniques.

**On-the-job training**

On-the-job training is delivered to employees while they perform their regular jobs. In this way, they do not lose time while they are learning. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching.

**Orientations** are for new employees. The first several days on the job are crucial in the success of new employees. *Orientation training should emphasize the following topics:*

- The company’s history and mission.
- The key members in the organization.
- The key members in the department.
- Personnel rules and regulations.

**Job instruction training (JIT),** in this method, a trainer or supervisor gives instruction to an employee how to perform this job. This method of training is appropriate for acquisition or improvement of motor skilled and routine repetitive operations.
Job rotation involves moving an employee through a series of jobs. So, he/she can get a good feel for the tasks that are associated with different jobs. It is usually used in training for supervisory-positions. The employee learns a little about everything. This is a good strategy for small businesses because of the many jobs an employee may be asked to do.

Apprenticeships develop employees who can do many different tasks. They usually involve several related groups of skills that allow the apprentice to practice a particular trade, and they take place over a long period of time in which the apprentice works for, and with, the senior skilled worker. Apprenticeships are especially appropriate for jobs requiring production skills.

Internships/assistantships are usually a combination of classroom and on-the-job training. They are often used to train prospective managers or marketing personnel.

Programmed learning, computer-aided instruction and interactive video all have one thing in common: they allow the trainee to learn at his or her own pace. After the introductory period, the instructor need not be present, and the trainee can learn as his or her time allows. These methods sound good, but may be beyond the resources of some small businesses.

Laboratory training is conducted for groups by skilled trainers. It usually is conducted at a neutral site and is used by upper- and middle management trainees to develop a spirit of teamwork and an increased ability to deal with management and peers. It can be costly and usually is offered by larger small businesses.
Off-the-job training

This is the type of training that can take place outside the organization in form of *Seminars, Conferences, Classroom instruction* and *workshops*.

*Lectures* present training material verbally and are used when the goal is to present a great deal of material to many people. It is more cost effective to lecture to a group than to train people individually. Lecturing is one-way communication and as such may not be the most effective way to train. Also, it is hard to ensure that the entire audience understands a topic on the same level; despite these drawbacks, lecturing is the most cost-effective way of reaching large audiences.

**Role playing and simulation** are training techniques that attempt to bring realistic decision making situations to the trainee. Likely problems and alternative solutions are presented for discussion. This method is cost effective and is used in marketing and management training.

**Audio-visual methods** such as television, videotapes and films are the most effective means of providing real world conditions and situations in a short time. One advantage is that the presentation is the same no matter how many times it's played. This is not true with lectures, which can change as the speaker is changed or can be influenced by outside constraints.
Challenges of Training and Development

There are few challenges that are faced by organizations while training:


Many stakeholders – Training involve several inner and outer stakeholders, in diverse geographic regions and most of the times are managed in parallel.

Dispersed Locations – Many organizations engage training consultancies in different geographical regions that adds further complications to the delivery and scheduling of training. Most of the times, for different languages which requires a specific resources.
**Budget Inadequacy** budget is one the major constraints to channel training. Most of the times budget inefficiencies are caused by duplicate payments, payments with incorrect vendors, and decentralized vendor agreement management.

**Know how** – Randomly applied know-how, unplanned customization work, lack of standards, and scarcity of capable resources can twirl the knowledge support of channel training programs into a failure.

**Loss of control** – loss of control was rated as one of the major challenges to training. For example, when the organizations are left with very little or no control over training partner or when it is not able to keep up with the consistency and quality of training across the channel.

**Coverage** – Measuring the results and finding about the training consultancy is difficult or impossible to get. These challenges prevent the organizations to obtain the true insight of training consultancies.

**Employment Inefficiencies** – Obtaining satisfactory organizational resources is a constant problem for the organizations but employee Turnover and inadequate employee training can make the problem even more difficult.

**Effects of Training on Staff Performance**
Training, some would suggest, ha direct effect on employee performance, the organization productivity, internal quality and financial outcomes for organizations, by raising the general level of skills and enhancing the human capital of the organization. This effect is seemingly independent of the application of quality management system (Youndt M. A., 1996).
The desired long-term impact of training is to improve organizational and program performance and, ultimately, to contribute to the achievement of organizational productivity. It is difficult to demonstrate a direct link between training and these long-term results because of the many factors other than training that are involved.

The Relationship between Training and Staff Performance
Employee performance may be related to numerous factors within the workplace, such as overall job satisfaction, knowledge, and management. But there is a definite relationship between training and performance, as training programs can address numerous problems that relate to poor performance as seen below (Pachura, 1998):

Knowledge
Training programs increase an employee's job knowledge. An increase in job knowledge means that the employee will feel more comfortable doing his job and will perform at a high level.

Satisfaction
Job satisfaction can come from feeling comfortable within the organization, job proficiency and even from the knowledge that an employee can work hard and get promoted. Training programs can contribute to all of these factors and lead to more satisfied employees who perform at exceptional levels.

Innovation
Training employees about the organization, where each employee fits in the organization and how the organization fits into its overall industry creates innovation. In other words, employees who have a
knowledge framework, delivered through training, are creative in solving problems, both in the short and long term.

**Career Orientation**
When training programs are offered as a method to progress in one's career, they also have an effect on how an employee performs. Employees who know they have a future with the organization are more likely to be high performers.

**Goal Orientation**
Effective training targets the gap between what is expected and what is currently being done. This human performance orientation, especially if delivered through training, makes an employee aware of her goals and how she will reach them.

**Theoretical perspectives**

**Cognitive learning theory**
The first of the domains mentioned, and possibly the most familiar, is cognitive learning. Cognitive learning requires individuals to internalize facts and information. Learning this information might take the form of simple memorization, how to spell a name or the capital cities of Asian nations. It might also mean gaining an understanding of concepts in which ideas are connected in some way, for example spatially or by some type of ordered relationship. Psychologists have studied cognitive abilities for about a century, but many questions still remain. Technically speaking, cognition is considered to be any kind of ability in which
mental abstractions (words, propositions, images and the like) of information can be processed and used. Intelligent learners are better able to process the abstraction and to do so quickly. Interestingly, it has become well accepted among researchers that the way human brains carry out cognitive tasks varies greatly from one culture to another. Even in similar cultures, for instance ones in Western Europe, tests meant to measure cognitive learning abilities in one society are known to be unable to measure the trait accurately in others. People who show high levels of cognitive learning may succeed in the academic setting but may not show higher levels of ability in daily work situations or in coping with common life challenges.

Training in the cognitive domain stresses improvements in the quality of thinking activities by moving learners toward achievement of goals. The trainers role is one of adjusting the learning situation to enhance the pace of learning and to arrange the sequence of learning points to suit the material being presented. Simplification and organization are keys to enhancement of learning in cognitive training. Many trainers also focus their attention on building strong motivation into the learning exercise. Typically through tactics such as gaming and competition, structured recognition and reward systems, and the like. Other trainers emphasize the importance of making the learning engaging, especially through the use of puzzles and other intellectual challenges to the learner. In the end, the learner controls most of the factors that influence the success of training. Learners must be encouraged to set their own objectives and to strive for these goals. In a positive learning environment, these goals are influenced by the successes of others in the training group and by the leadership of the trainer.
One of the most common types of abstractions included within the domain of cognition is the ability to learn or memorize meanings and associations of words. This can include what words mean, lists of words, and so on. It includes any other kind of learning that involves acquiring facts and knowledge. Facts not only mean numbers and words, the kinds of things we normally think of memorizing, but the way that something looks, its color and appearance. It can include sounds, and other types of impressions that our senses give us. Cognition might involve such things as the steps in troubleshooting a piece of equipment, the proper way to light a set, the procedures for filing budgets in our organization, and so on. Beyond mere memorization, cognitive learning also involves problem-solving, decision-making, and explanation. These are obviously complex processes, but we can generally define a series of steps required in each. Take, for example, problem solving. First, must come an awakening of interest in the problem, then a review of the issues, an analysis of the problem, tentative formulation of explanations or solutions, weighing of these options, and finally selection of the best option. This is then followed by some kind of evaluation as the option is exercised. In other words asking, does the solution work as expected?
Related Studies

Manu (2004) conducted study of training of firms in chana. The purpose was to describe selected successful models of training and development as they apply to firms. Second to describe the selected methods of needs assessment for training and development programs for employers and employees. Third to identify selected managerial technique that contributes to lost productivity and moral. Fourth the results of this success and suggest recommendation for developing a comprehensive plan (model) for creation for effective employee training and development program in chana. This study was conducted by engaging comprehensive review and critique of existing literature on training and development model Mann (2004).

Buchanan in (2008) in this paper review studies 1964 and may 1968 on laboratory training in human relation and it is use to attempt to enhance the effectiveness of the organization after some of the difficulties in conducting such research in this area are considered, findings are examined as they relate fivr issues in the design and the application laboratory training, this findings are also compared with findings from similar review reported by author four years ago, studies of the influence of the trainees characteristic on the training effectiveness have focused on the level of the ability necessary to learn program content, motivational and environmental influence of training effectiveness have received little attention. This analysis integrated important motivational and situational factor from organizational behavior and research into model which describes how trainees attributes may influence the effectiveness of the training (Noe 1986)
Ojjo and Onaniyan (2008) examined the impact of training and development program on the performance of home economics teacher in Nigeria.

The findings of the study revealed that training and development has positive impact on the performance of home economics teacher, we followed the methodology.
CHAPTER THREE

METHODOLOGY

Research Design

This section the researcher describes the nature of the pattern the research intends to follow. A researcher design is overall plan or strategy for conducting the research. The study was conducted through using case study.

The study was conducted through descriptive survey and correlation research design. A research that uses a survey to obtain a description of a particular group of individuals is called survey research design (Gravetter, Forzano 2003). Survey and correlation research design study are suitable for this study where by rapid data collection and ability to understand a population from part of it and also understanding relationships are required.

Research Population

The population composed of the different departments in Telecommunication companies in Mogadishu. Hormoud telecom, Telcom Somalia, and Nation link. The total target population was 135 employees. These are the first companies and the only companies which provided landline and mobile services and the only companies who practices in human resource management. It is therefore seems appropriate for selecting them among other companies.
Table 3. 1: Population of the Study

<table>
<thead>
<tr>
<th>No</th>
<th>Names of Tel Companies</th>
<th>Population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Telecom Somalia</td>
<td>65</td>
<td>45</td>
</tr>
<tr>
<td>2</td>
<td>Nation link</td>
<td>70</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>134</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Sample Size and Sampling Procedure

The study, the researcher selected 100 from 134 target population, the respondents were drawn from selected private telecommunication companies.

Sampling Procedure

The study used simple random sampling technique. Random sampling technique is a technique that selects a sample without bias.

The study used Sloven formula to select the respondents of the study, using the following formula:

\[ n = \frac{N}{1 + N \times (e)^2} \]

Where;

- \( n \) = sample size
- \( N \) = population size
- \( E \) = level of significance 0.05

For this study:

\[ n = \frac{134}{1 + 135 \times (0.05)^2} \]

\[ n = 100 \]
Research Instrument

A structured and self-administered questionnaire consisting of a combination of both open and closed questions was developed for the collection of the required information in this study. It is used since the study is concerned with variables that cannot be directly observed.

The questionnaires were distributed to all concerned persons. The questionnaires of closed and open-ended questions were used to facilitate coding and data analysis. This method of data collection gave the respondent ample time to fill the questionnaires with the correct information freely.

A questionnaire is important for collection of items to which a respondents is expected to react in writing and the purpose is to collect a lot of information over short period of time and suitable if;
- The population is literate
- Population is large and time is limited
- Information needed can be easily described in writing

Validity and Reliability of the Instruments

Validity and reliability are two important concepts in acceptability of the use of an instrument for research purposes. In brief, validity refers to the appropriateness of the instrument while reliability refers to the consistency in measuring whatever it is intended to measure. They should normally be established before the research.

The validity of the questionnaire were checked discussing with expert judgment using linkerts scale namely, not relevant (NR),
somehow relevant (SR), quite relevant (QR), very relevant (VR), so the content validity index (CVI), because in the discussion of judgments was found that all my questions are relevant in the research objectives.

To ensure that data is reliable and valid, a standard test was done. The reliability test involves a test and retest exercise. This means the instrument was subject to representative sample.

**Formula**

\[ CVI = \frac{n}{N} \]

Where:

- \( CVI \) = content validity index
- \( N \) = total number of items in questionnaire
- \( N \) = Number of relevant items on the questionnaire

\[ CVI = \frac{9}{10} = 0.9 \]

The above expression indicates that the number of the questions in the questionnaire was the above required 0.7 scores, Hence the instrument used was valid.

**Reliability Coefficient (Cronbach Alpha) Formula**

The formula used to calculate the Reliability Coefficient is as follows:

\[ \frac{N}{N-1} \left( \frac{\text{Total Variance} - \text{sum of Individual Variance}}{\text{Total Variance}} \right) \]
**Data Gathering Procedure**

The researcher obtained a letter of introduction from university and used this letter as proof that he is student of Kampala international university. Research procedure started from KIU by getting introduction letter, after introduction the researcher sent my questionnaires to the field in order to collect information relates my topic.

Data in this research was collected from telecom Somalia from October 2010 up to December 2010 using self administered questionnaires. The researcher collected the information because respondent required clarification on unclear questions.

**Data Analysis**

The quantitative analysis was also used using statistical methods in the measurement of central tendencies such the mean, median, and mode. Data was analyzed by using descriptive analysis such as means, median and mode to interpret and present the finding in this study. The analysis tool used was SPSS.

The measurements the employee training and, level of employee performance were measured by eleven and seven items or questions respectively in the questionnaire each is selected from one to five 1 = Strongly disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = strongly disagree. To interpret the obtained profile of the employee training and level staff performance the following numerical value and description were used;
<table>
<thead>
<tr>
<th>Mean</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.21-5.00</td>
<td>strongly agree</td>
</tr>
<tr>
<td>3.41-4.20</td>
<td>Agree</td>
</tr>
<tr>
<td>2.41-3.40</td>
<td>Undecided</td>
</tr>
<tr>
<td>1.81-2.40</td>
<td>Disagree</td>
</tr>
<tr>
<td>1.00-1.80</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

**Ethical Consideration**

The data collected in this study was used for the purpose of the fulfillment of the requirement for the award of the degree of master of business administration and was to be kept as confidential. Respondents have the right to ignore items that are secret or not relevant to the topic being studied.

**Limitations of the Study**

(i). Language barrier: the questionnaire written in English was one of the limitations and there was a need to translate in to local language.

(ii). Insecurity stopped the researcher to collect the data from telecommunication head quarters in Mogadishu. This made compulsory to shift other area. The researcher therefore collected data from secure places in Mogadishu.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction this chapter provides presentation, interpretation and analysis of data. Presentation and analysis of the collected data was computed using descriptive statistics frequencies percentages, mean and correlation. In order to show the distribution of the respondents on the various question items. Tables were used in the presentation of data.

Personal Information
The respondents provided the following personal information:

Table 4.1: Respondents Gender

<table>
<thead>
<tr>
<th>Gender of Respondent</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>Female</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data

From table 4.1, 75% of the respondents were male and 25% were female. This clearly shows that most employees in telecommunication companies in Mogadishu – Somalia are male.
Table 4.2: Respondents' Age

<table>
<thead>
<tr>
<th>Age of Respondent</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 - 20</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>21 - 30</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>31 - 40</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>41 and Above</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

In Table 4.2, the study findings revealed that, 15% of the respondents were aged between 15 and 20 years, 25% were aged between 21 and 30, 50% were aged between 31 and 40 and only 10% were aged 41 and above years. This indicates that most of the employees with telecommunication companies in Mogadishu – Somalia are aged between 31 and 40 years of age.

Table 4.3: Respondents' Educational Level

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary School</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Diploma</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Master Degree</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to Table 4.3, the study findings revealed that, 4% of the employees had attained secondary level education qualifications, 31% had achieved diploma, 60% had Bachelor degree qualifications,
and 5% had master degree qualifications. This is a clear indication that most of the staff in telecommunication companies in Mogadishu—Somalia has (60%) have acquired bachelor degree qualifications.

Table 4.4: Respondents Marital Status

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Single</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to Table 4.4; the study findings revealed that most of the respondents were married (90%), only 10% of the respondents were single.

Table 4.5: Respondents Level of Designation

<table>
<thead>
<tr>
<th>Level of Designation</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Middle Management</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>Low Management</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 4.5 shows that, 10% of the employees were from top management, 61% were employees from middle management and 29% were from the low management. This shows that most of the
staff in telecommunication companies in Mogadishu – Somalia that were interviewed are under middle management (61%); this means that they are the majority and could be easily approached for questioning using any of the methods that the researcher used for data collection.

Table 4.6: Respondents Years of Experience

<table>
<thead>
<tr>
<th>Years of Experience</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 5</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>6 – 10</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>11 - 15</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>16 and Above</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data

According to Table 4.6, the study findings revealed that, 24% of the respondents had experience between 1 and 5 years, 60% had experience between 6 and 10, 60% had experience between 11 and 15 and only 5% had experience of 16 years and above. This indicates that most of the employees with telecommunication companies in Mogadishu – Somalia have experienced between 6 and 10 years.

Employee Training and Staff Performance

The results from the study concerning staff training and employee performance were as follows;
## Table 4.7: Employee Training and Staff Performance in Selected Telecommunication Companies in Mogadishu - Somalia

<table>
<thead>
<tr>
<th>Indicator for Employee Training and Staff Performance</th>
<th>Mean</th>
<th>Interpretation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Training</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To which level do you understand employee training?</td>
<td>5.00</td>
<td>Strongly Agree</td>
<td>5</td>
</tr>
<tr>
<td>Is it true that your company carry out employee training?</td>
<td>5.00</td>
<td>Strongly Agree</td>
<td>5</td>
</tr>
<tr>
<td>It is a mandate that all employees undergo training while at work in your company</td>
<td>3.80</td>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Is there any impact of employee training in your company?</td>
<td>4.10</td>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>What is the rate of employee training?</td>
<td>2.25</td>
<td>Undecided</td>
<td>3</td>
</tr>
<tr>
<td>Your employees acknowledge that the training they undergo is fruitful</td>
<td>3.75</td>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Employees are at liberty to choose any training method that is convenient rather than the telecommunication companies mandatory deciding on which way to go?</td>
<td>2.75</td>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Is it true that employees are aware that there are a number of training methods that exist in Somalia?</td>
<td>2.95</td>
<td>Undecided</td>
<td>3</td>
</tr>
<tr>
<td><strong>Staff Performance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before you undergo training, what is the level of rate of your performance at your company?</td>
<td>1.25</td>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Do training has a positive impact on the level of staff performance at your organization?</td>
<td>4.75</td>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Rate of staff performance after undergoing training increases</td>
<td>4.20</td>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td><strong>Mean Index</strong></td>
<td>0.29</td>
<td>Agree</td>
<td>4</td>
</tr>
</tbody>
</table>

**Description:**

From table 4.7 above;
**Staff Training**

Basing on the mean and the standard deviation it is evident that all the respondents had very high levels of understanding what employee training is, (mean = 5). Also, employees acknowledge that their companies carry out staff training (mean = 5). This very high levels of mean (mean = 5) that a high number of employees in telecommunication industry in Mogadishu – Somalia understand the concept of staff training and may have undergone on-job training.

Many telecommunication companies in Mogadishu – Somalia carries out staff training on a mandatory basis (mean = 3.80). This shows that a higher number of respondents either strongly agreed or agreed that it was mandatory for all employees to undergo on-job training while a considerately small number of employees were either undecided or disagreed. This implies that though not very clearly stipulated, it might be mandatory for all employees to undergo training in order for them to stay in their desired job designations.

There is also evidence that staff training has a big impact in various telecommunication companies in Mogadishu – Somalia (mean = 4.10). This high mean value is a clear indication that since the highest percentage agreed, there is an impact of employee training in telecommunication companies in Mogadishu – Somalia as realized by the employees and the management.

The rate of employee training is moderate in telecommunication companies in Somalia (mean = 2.25). This moderate mean value (mean = 2.25) implies that the rate of employee training in
telecommunication companies in Mogadishu – Somalia is moderate though improving through realization by the employees.

The training the staff at telecommunication companies in Mogadishu – Somalia undergo is fruitful, this is evidenced by a high level of the mean that was realized from the study analysis (mean = 3.75).

From, table 4.7, the study findings also reveal that that the employees have knowledge that there exists various employee training methods (mean = 2.95). The variations in the mean, standard deviation and the variance is also evident that a considerate number of employees were not decided on the availability of various training methods in Somalia for telecommunication workers. The listed training methods listed include among others; on-the-job training, orientations, job instruction training (JIT), job rotation, apprenticeships, internships/assistantships, programmed learning, computer-aided instruction and interactive video, laboratory training, off-the-job training, lectures, role playing and simulation, audio-visual methods. Many employees have a liberty to choose which of the training methods (mean = 2.75), also the differences in variance and standard deviation on the mean indicates that some employees are forced to undertake specified training methods according to their plan, objective and the necessity of the training.

Employee Performance
The results from the study concerning the challenges of staff training on performance were as follows;
From table 4.7 above;

The level of employees’ performance before undergoing training is relatively high (mean = 1.25). This implies that before the employees undergo training while at work; their rate of performance is moderate.

Also, from the study findings in table 4.2 above, it is evident that training has a positive impact on the level of staff performance in telecommunication companies in Mogadishu – Somalia. This is clear from a very high value mean (mean = 4.75).

The rate of employee performance after undergoing training was very high (MEAN = 4.20), the high level of the mean provides a very strong evidence that the rate of employee performance after undergoing training is very high.

**Relationship between the Employee Training and Staff Performance**

The relationship was determined using the Pearson’s correlation coefficient and the table below gives the results of the findings;
From table 4.8, according to Pearson’s coefficient, the relationship between staff training and staff performance in telecommunication companies in Mogadishu - Somalia is strong and at a value of 0.884 which is statistically significant. This implies that as long as the employees are given the necessary job training, they will improve their performance for their organizations. This strong correlation coefficient implies that there is a strong relation between the staff training and staff performance.
From the above table, it is clear that this model has good correlation as the r is good (r=.978) and only 9.67% of the variation in Employee training is explained by Staff performance. The model is significant (F=2.165, P=0.000). The researcher concludes that there is sufficient evidence at the 0.05 level of significance, that the Employee training affect Staff performance.

The results suggest that employee training management have an effect on Staff performance in selected telecommunication companies in Mogadishu, Somalia.
Summary of the Findings

In determining the feasible findings of the study, the researcher took into consideration a total number of 100 respondents as the study sample.

Demographically, according to the study findings more males were involved in the research as compared to the females; most respondents were aged between 31 and 40 years; also, most of the respondents hold a bachelor's degree; with experience of between 6 and 10 years of experience.

Objective I

Determining the Level of Employee Training at Telecommunication Companies in Mogadishu - Somalia

Basing on table 4.7, a high number of respondents the respondents either strongly agreed that the rate of their performance before training was very high. The researcher can therefore summarize that before the employees undergo training while at work, their rate of performance is moderate (mean = 5).

Also, a larger number of the respondents strongly agreed that there is an impact of employee training in their companies. Since the highest percentage strongly agreed, there is an impact of employee training in telecommunication companies in Mogadishu - Somalia as realized by the employees and the management.
From the study findings in chapter four, a significant number of the respondents said that the rate of the relationship between staff and their performance was very high (mean = 4.80). Clearly, the researcher can summarize that the rate of the relationship between staff and their performance is very high.

From the research findings, the researcher can summary the training methods as follows: - on-the-job training, orientations, job instruction training (JIT), job rotation, apprenticeships, internships/assistantships, programmed learning, computer-aided instruction and interactive video, laboratory training, off-the-job training, lectures, role playing and simulation, audio-visual methods, among others.

From the research findings, the researcher can conclude that the telecommunication companies in Somalia — Mogadishu allows varying methods to enhance employee training. This enables trainees to train at conveniency.

**Objective II**

**Determining the Level of Staff Performance at Telecommunication Companies in Mogadishu - Somalia**

Looking at the mean scores from Table 4.7, most of the respondents strongly agreed that it was mandatory for all employees to undergo on-job training while a few were undecided and disagreed. This implies that though not very clearly stipulated, it might be mandatory for all employees to undergo training in order for them to stay in their desired job designations.
Also the mean from table 4.2 (mean = 3.75) of the respondents agreed that the employees acknowledge that the training they undergo is fruitful, only a few of the respondents disagreed. This shows that employees acknowledge that the training they undergo is fruitful.

It is also evident from table 4.2 that some respondents acknowledge that some of their colleagues leave their companies after training in search for similar but better paying companies elsewhere. This indicates that though to a small margin in the research findings, some employees though to a smaller extent, employees do leave the companies after attainment of skills due to on-job training.

**Objective III**

**Determining the Relationship between Employee Training and Staff Performance of Telecom**

Based on the table 4.8, result of findings indicate that there was a significance (sig: 0.000) relationship ($r= 0.884$) between employee training and staff performance in telecommunication companies in Mogadishu - Somalia at a value of 0.884 which is statistically significant. This implies that as long as the employees are given the necessary job training, they will improve their performance for their organizations. This strong correlation coefficient implies that there is a strong relation between the staff training and staff performance.

**Conclusion**

Looking at the study findings while basing on the study objectives, the researcher can conclude the following:
Objective I
Determining the Level of Employee Training at Telecommunication Companies in Mogadishu - Somalia

From the research findings, the researcher can conclude that before undergoing training, some most of the employees’ performance is moderate.

The researcher can also conclude that there is an impact of employee training in telecommunication companies in Mogadishu – Somalia as realized by the employees and the management.

Clearly, the researcher can also conclude that the rate of the relationship between staff and their performance is very high.

Objective II
Determining the Level of Staff Performance at Telecommunication Companies in Mogadishu - Somalia

Some telecommunication companies in Mogadishu – Somalia do enforce employee training to all their employees. This is because training has been perceived to be fruitful to the company as it improves on the employee performance and in turn this increases productivity.

Basing on the research findings, it is also prudent for the researcher to conclude that some employees do leave some of the companies after attainment of skills due to on-job training sponsored by the employing companies which render the affected telecommunication companies to losses.
Objective III
Determining the Relationship between Employee Training and Staff Performance of Telecom

Basing on the research findings, the researcher can also conclude that there is a strong relationship between employee training and staff performance basing on the strong existing correlation coefficient.

Recommendations

From discussed findings, the following are recommendations to telecommunication company operators and employees in Somalia — Mogadishu: -

The companies should also emphasize the importance of employee training to all their employers in order to increase on the employees who might be un aware of the training benefits. On the other hand, the telecommunication companies should introduce compulsory employee training where necessary.

The companies should carry out employee training of various ways in a way that will benefit the company by increasing its performance. This will enhance productivity and profitability.

The employees should also be ready to abide by the training requirements at all times where deemed necessary in order to improve on their working skills. This promotes their performance abilities promoting the company profitability.
The researcher also recommends that the telecommunication companies should upheld the use of all employee training methods as this will enable the trainer to do it at convenience.

Also the telecommunication companies should improve on the employee salaries in order to avoid company brain drain after the employee training as this wastes resources. Good salary packages also increase employee performance.

Areas for Further Research

- Effects of employee recruitment on organizational performance.
- Impact of motivation on employee’s performance and productivity
- The effects of behaviour on the employee performance
REFERENCES


Gary Dessler (1997), Human resource management. 7th Edition. Prentice Hall, New Delhi,


Appendix I: The Introduction Letter

OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

Dear Sir/Madam,

RE: REQUEST FOR ABDULLAHI OMAR SHEIKH HASSAN MBA/40286/91/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION

February 3, 2011

The above mentioned is a bonafide student of Kampala International University
pursuing a Masters of Business Administration (Human Resource).
He is currently conducting a field research of which the title is "Employee Training and Staff performance in Selected Telecommunication Companies in Mogadishu-Somalia". As part of his research work, he has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him in your organization, shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Coordinator
Business and Management (SPGSR)
Appendix II: Clearance from ethics Committee

Date ________________________________

Candidate's Data
Name ________________________________
Reg. No. ________________________________

Course ________________________________

Time of Study ________________________________

Ethical Review Checklist

The study reviewed considered the following:

____ Physical Safety of Human Rights Subjects
____ Psychological Safety
____ Emotional Security
____ Privacy
____ Written Request for Author of Standard Instrument
Citations/Authors Recognized

Results of Ethical Review

Approved

Conditional (to provide the Ethics Committee with corrections)

Disapproved / Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson ________________________________

Member’s ________________________________
Appendix III: The Questionnaire

I am conducting study entitled "Employee training and staff performance in telecommunication companies Mogadishu-Somalia". In view of this research may I request that you answer my questionnaire, I will appreciate it very much if you can return the questionnaire as soon as possible.

Please be assured the data you provide shall be kept with the most confidentiality.

Thank you very much in advance

Abdullah Omar sh. Hassan
Kampala international university, Uganda

PART I
SECTION A: BACKGROUND INFORMATION

1. Gender
   Male    
   Female  

2. Age
   15-20   
   21-30   
   31-40   
   41 and above
3. Education level
- Secondary school
- Diploma
- Bachelor degree
- Master degree

4. Marital status
- Married
- Single

5. Position of the organization
- Top management
- Middle management
- Low management

6. Number of years of experience
- 1-5
- 6-10
- 11-15
- Above
PART II

**Direction:** Please respond to each item by using the choices provided and provide a binding brief description where necessary. Kindly be honest with your answers and make a choice in the boxes provided.

**Note**

<table>
<thead>
<tr>
<th>Score</th>
<th>Response Mode</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Strongly Agree</td>
<td>You completely agree with no doubt at all.</td>
</tr>
<tr>
<td>4</td>
<td>Agree</td>
<td>You agree with no doubt at all.</td>
</tr>
<tr>
<td>3</td>
<td>Undecided</td>
<td>You have contradicting information about the item.</td>
</tr>
<tr>
<td>2</td>
<td>Disagree</td>
<td>You disagree with no doubt at all.</td>
</tr>
<tr>
<td>1</td>
<td>Strongly Disagree</td>
<td>You completely disagree with no doubt at all.</td>
</tr>
</tbody>
</table>

**SECTION B: EMPLOYEE TRAINING**

7. To which level do you understand employee training?

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

Explain your choice above

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55
8. Is it true that your company carry out employee training?

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

Explain your choice above

9. It is a mandate that all employees undergo training while at work in your company

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

Explain your choice above
10. There any impact of employee training in your company

Strongly Agree □ □
Agree □ □
Undecided □ □
Disagree □ □
Strongly Disagree □ □

Explain your choice above

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11. What is the rate of employee training?

Strongly Agree □ □
Agree □ □
Undecided □ □
Disagree □ □
Strongly Disagree □ □

Explain your choice above

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12. Your employees acknowledge that the training they undergo is fruitful

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

Explain your choice above

13. Is it true that employees are aware that there are a number of training methods that exist in Somalia?

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

(a) Explain your choice above
(b) Please name some of the training methods in existence and use..............

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14. Employees are at liberty to choose any training method that is convenient rather than the telecommunication companies mandatory deciding on which way to go?

   Strongly Agree
   Agree
   Undecided
   Disagree
   Strongly Disagree

Explain your choice above

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15. Is it rue that after training some of the untrustworthy staff leave the company to search for better paying jobs elsewhere?

   Strongly Agree
   Agree
   Undecided
SECTION C: STAFF PERFORMANCE

16. Before you undergo training, what is the level of rate of your performance at your company?

- Strongly Agree □
- Agree □
- Undecided □
- Disagree □
- Strongly Disagree □

Explain your choice above

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17. Do training has a positive impact on the level of staff performance at your organization?

- Strongly Agree □
- Agree □
- Undecided □
- Disagree □

60
Strongly Disagree

Explain your choice above

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18. Tate of staff performance after undergoing training increases

Strongly Agree
Agree
Undecided
Disagree
Strongly Disagree

Explain your choice above

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Thank you for your cooperation
## Appendix V: The Budget

<table>
<thead>
<tr>
<th>S/No</th>
<th>Items</th>
<th>Amount (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Transportation</td>
<td>1,000</td>
</tr>
<tr>
<td>2.</td>
<td>Internet costs</td>
<td>100</td>
</tr>
<tr>
<td>3.</td>
<td>Stationery</td>
<td>150</td>
</tr>
<tr>
<td>4.</td>
<td>Printing</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>$ 1,450</td>
</tr>
</tbody>
</table>
Appendix VI: Researcher's Curriculum Vitae

Personal Information

Date of Birth : 1985
Place of Birth : Mogadishu Somalia
Sex : Male
Marital Status : Single
Language Somali : English Arabic

Education Background

2009 – 2011 Master of Business Administration at Kampala International University (KIU).
2005 – 2009 Bachelor of Business Administration

Other professional Courses

August 2007 I attended capacity building workshop training of Project Management in B/Weyne by Care International.

June 2009 Certificate of course completion of Public Administration held at Makerere University for Africa Population Consult (APA).
Jan 2011 Certificate of course completion of NGO Development and Management course conducted at Makerere University for Africa Population Consult (APA).

Jan 2011 Certificate of course completion of Project Planning and Management conducted at Makerere University for Africa Population Consult (APA).

Work Experience

2006 – 2007 I worked with Techno Plan LNGO in Somalia with the project of RFSP (Rural Food Security project) with the Position of finance officer.

2006 – 2007 I worked with Techno Plan LNGO with the project of TB Center in Jalalaqsi District.

2007 The period between April – October 2007 I worked with Techno Plan LNGOs with the project of WATSAN project Activity funded by save children (SC - UK).

2009 – Up-to-date I am working with Techno Plan LNGO with the Projects like (WASH, Agriculture and livelihood, food security, nutrition, Health) with the Position of program Director.