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

A Thesis

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In Partial Fulfillment of the Requirement for the Degree

Master of Business Administration

By:

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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".

Abdullahi Omar Sheikh   _Aftab_

Name of the candidate   Signature of the candidate

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DECLARATION B

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

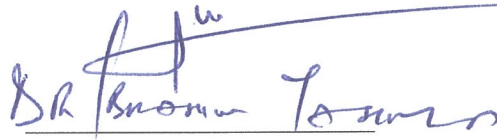WANDIBA AUGUSTINE

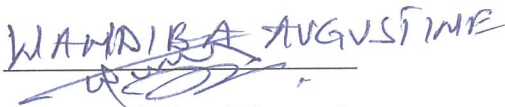Name of Supervisor

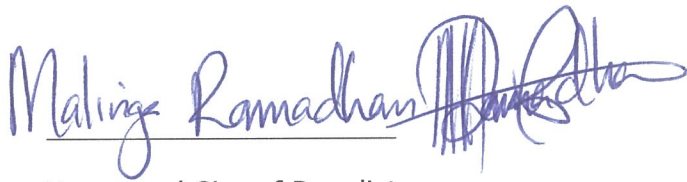Signature of Supervisor

19 – 10 – 2011

Date

APPROVAL SHEET

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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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

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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.

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 and 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:

Ho_1: There is no significant difference between the employee training and staff performance in selected telecommunication companies in Mogadishu, Somalia.

Ho_2: there is no relationship between Employee training and staff performance in selected telecommunication companies in muqadishu, 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 frame work are adopted of this study derived 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

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process, which ensures tow 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*

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 tow 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 offer to both employee and employers this are explained endear the following heads.

Better performance: training improves employee's ability and skills and, in turn improves employee's performance both in quantity and quality. Better or increased employee performance directly leads to increased of 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 tough to employees. This offer 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 mistake.

Less supervision: A trained workers 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 or more urgent works.

Less learning period: a well planned and systematically organized training programmer reduces the time and cost involved in learning. Training enables to avoid waste of time and efforts to learning through trial and error method. 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 raining 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

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 organizations training needs that is developed by considering overall organizational requirements, tasks(identified though job analysis) associated with jobs for which training is needed, and the degree to which individual 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 method. With such methods, the trainee learns while actual 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 participant's 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 behavioural 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 out put).

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:
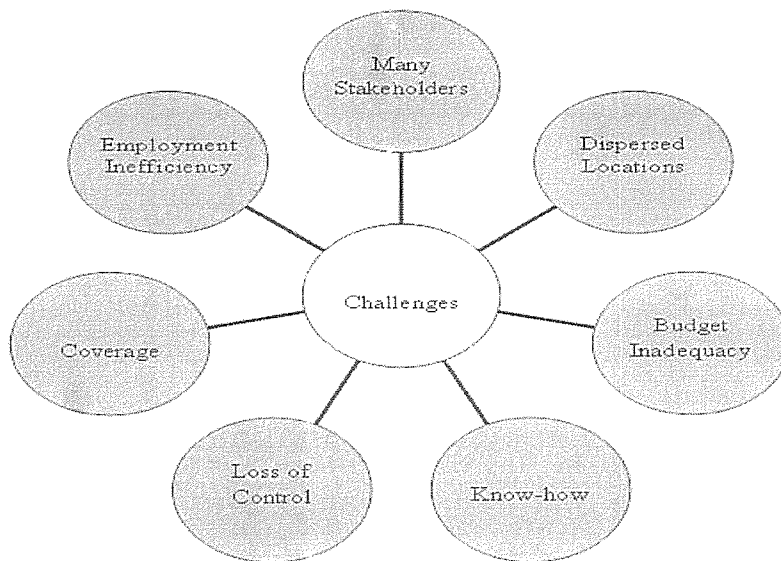
Source:

http://traininganddevelopment.naukrihub.com/(2007).

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

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. !acts 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 0n 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)

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

No	Names of Tel Companies	Population	Sample
1	Telecom Somalia	65	45
2	Nation link	70	55
	Total	134	100

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:

$$n = \frac{134}{1+135 \ (0.05)^2}$$

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

$CV1 = n/N$

Where =

CVI = content validity index

N = total number of items in questionnaire

N = Number of relevant items on the questionnaire

$CVI = 09/10 = 0.9$

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:

(N/ (N-1)) ((Total Variance – sum of Individual Variance)/ Total Variance)

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

Gender of Respondent	Frequency	Percentage (%)
Male	75	75
Female	25	25
Total	100	100

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

Age of Respondent	Frequency	Percentage (%)
15 - 20	15	15
21 - 30	25	25
31 – 40	50	50
41 and Above	10	10
Total	100	100

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

Education Level	Frequency	Percentage (%)
Secondary School	4	4
Diploma	31	31
Bachelor Degree	60	60
Master Degree	5	5
Total	100	100

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

Marital Status	Frequency	Percentage (%)
Married	90	90
Single	10	10
Total	100	100

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

Level of Designation	Frequency	Percentage (%)
Top Management	10	10
Middle Management	61	61
Low Management	29	29
Total	100	100

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

Years of Experience	Frequency	Percentage (%)
1 – 5	24	24
6 – 10	60	60
11 - 15	11	11
16 and Above	5	5
Total	100	100

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

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

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;

Table 4.8: Pearson's Correlation

		EMPLOYEE TRAINING	STAFF PERFORMANCE
EMPLOYEE TRAINING Pearson Correlation		1.000	.884**
	Sig.	.	.000
(2-tailed)		100	100
N			
STAFF PERFORMANCE Pearson Correlation		.884**	1.000
		.000	.
	Sig.	100	100
(2-tailed)			
N			
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Statistical Package for Social Sciences (SPSS Output)

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.

CHAPTER FIVE

FUNDINGS, CONCLUSION AND RECOMMENDATION

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 bachelors 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 sores 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

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Appendix I: The Introduction Letter

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

February 3, 2011

Dear Sir/Madam,

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

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

_____ Coding of Questionnaires/Anonymity/Confidentiality

_____ Permission to Conduct the Study

_____ Informed Consent

_____ 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   ☐

      41and 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 provides and provide a binding brief description where necessary. Kindly be honest with your answers and make a choice in the boxes provided.

Note

Score	Response Mode	Description
5	Strongly Agree	:You completely agree with no doubt at all.
4	Agree	: You agree with no doubt at all.
3	Undecided	: You have contradicting information about the item.
2	Disagree	: You disagree with no doubt at all.
1	Strongly Disagree	: You completely disagree with no doubt at all.

SECTION B: EMPLOYEE TRAINING

7. To which level do you understand employee training?

Strongly Agree ☐

Agree ☐

Undecided ☐

Disagree ☐

Strongly Disagree ☐

Explain your choice above

....

....

....

....

....

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

....

....

....

....

....

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

        Strongly Agree   [   ]

        Agree   [   ]

        Undecided   [   ]

        Disagree   [   ]

        Strongly Disagree [   ]

Explain your choice above

....

....

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....

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

        Strongly Agree   [   ]

        Agree   [   ]

        Undecided   [   ]

        Disagree   [   ]

        Strongly Disagree [   ]

(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 ☐
☐

Disagree

Strongly Disagree [   ]

Explain your choice above

....

....

....

....

....

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   [   ]

                     [   ]

Strongly Disagree

Explain your choice above

....

....

....

....

....

18. Tate of staff performance after undergoing training increases

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

Explain your choice above

....

....

....

....

....

Thank you for your cooperation

Appendix IV: Time Frame

Research report time budget estimates for the period April to June 2011

Description	April (Days)	May	June	Total
Proposal writing and printing	15 days	--------------	--------------	15 days
Proposal review	--------------	10 days	--------------	10 days
Data collection	8 days	10 days	15 days	33 days
Data analysis	3 days	3 days	10 days	16 days
Final report and writing	4 days	6 days	6 days	·16 days
contigencies	6 days	6 days	--------------	12 days
Total	**36 days**	**35 days**	**31 days**	**86 days**

Appendix V: The Budget

S/No	Items	Amount (USD)
1.	Transportation	1,000
2.	Internet costs	100
3.	Stationery	150
4.	Printing	200
	Total	$ 1,450

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

2002 – 2004   Secondary School in Mogadishu Somalia at Somali Institute of Management and Administration Development (**SIMAD**).

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.