

**TRAINING AND EMPLOYEE'S PEFROMANCE OF SELECTED  
NONGOVERNMENTAL ORGANISATIONS  
IN GALKIO, SOMALIA**

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A Thesis

Presented to the College Of  
Higher Degrees and Research  
Kampala International University,  
Kampala –Uganda.

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In Partial Fulfillment of the Requirements for the Degree  
Master of Arts in Public Administration

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By:

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Dec, 2012



## DECLARATION A

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



Mohamed Ali Yusuf

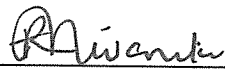
Name and Signature of Candidate



Date

## DECLARATION B

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



Dr. MWANIKI ROSEANN

Name and Signature of supervisor



Date

## **DEDICATION**

I dedicated this thesis to my Dear sister Aisha Ali and my cousin  
Ali Mohamed

## **ACKNOWLEDGEMENT**

I thank Allah for giving me the health and the energy to write and finish this thesis; I am highly indebted to Dr. MWANIKI ROSEANN for being my supervisor, and guiding me the way to write and with helpful advices and I would like to give thanks to my parents: Ali Yusuf and Hawa Ahmed, my sister Aisha Ali and my cousin Ali Mohamed for their moral and financial support throughout my academic life.

Finally I would like to express special thanks to all my friends for their continuous support and encouragement.

## **ABSTRACT**

this study was carried out to determine training and employee performance of selected nongovernmental organizations in Galkio-Somalia, the study was guided by four objectives: to determine the demographic characteristics of the respondents, to find out the level of training in selected nongovernmental organizations, to determine the level of employee performance in selected nongovernmental organizations and to establish the relationship between training and employee performance in selected nongovernmental organizations in Galkio-Somalia, the study was conducted through descriptive, survey and correlation research design, quantitative approach was followed with the use of questionnaire and included 100 respondents from selected nongovernmental organizations in Galkio-Somalia, and the findings indicated that the whole organizations of the selected nongovernmental organizations were dominated by male employees(75%), and showed that the level of training in selected nongovernmental organizations is satisfactory as the mean was 2.75, and indicated that the level of employee performance in selected nongovernmental organizations is satisfactory as the mean was 2.78, the researcher found out through the study that training and employee performance of selected nongovernmental organizations are significantly correlated and the relationship between them is strong , the study recommended that therefore GRT and Tadamun society should improve it by introducing more training programs to match with the global business challenges like technology, It should also modify the existing training programs so that they are user friendly, It should continuously evaluate employee's performance after training.

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## **CHAPTER ONE**

### **THE PROBLEM AND ITS SCOPE**

#### **Overview**

This chapter presented the background of Tadamun and GRT NGOs , the challenges they face in handling the performance of their staff in regard of poor work performance, poor service delivery and underachievement of the organizational goals , and examined the contribution of training on improving the performance of employees of the selected NGOs in Galkio-Somalia, statement of the problem, research objectives, research questions as well as scope of the study and significance of the study the people that may benefit from the study.

#### **Background of the Study**

Today there hundreds of nongovernmental organizations and civil society organizations that are working around the clock to help humans from the destitute living conditions they face that arose out of both natural and manmade disasters , these organizations deliver humanitarian services to millions of people around the globe in regard to education , clean water, food and shelter , these organization face challenges in course of their humanitarian service delivery including lack of finances, manpower shortage and above all poor performance from their workforce they have in regard to poor work attendance , reporting to duty lately , inefficiency in service deliver to

clients and lack of job motivation (Ciir,2005) and this a global challenge and continental one in particular Somalia which had the absence of the central state role for the last two decades due to political unrest in the nation , therefore NGOs were the main actors to play the role of public service delivery in the absence of the state .

Training refers to the formal and systematic planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in a given activity or range of activities. The fundamental aim of training is to help the organization achieve its purpose by adding value to its employees to enable them perform better and to empower them make the best use of their natural abilities (Armstrong, 2001).

Training is sometimes referred to as human capacity building. Training according to Lynton and Pareek (1990) is a systematic attempt to develop the human resource-individual, group and organizational competencies required to manage some present tasks and situations as well as those to be accomplished in future.

Training is said to play a significant role in enhancing employee commitment for the organization to gain competitive advantage, (Armstrong, 2001).This is in agreement with Maicibi (2003) argument that commitment of employees leads to high performance and increases their retention levels. For the employees of banks to efficiently and effectively handle the ever-increasing demand for quality service delivery, they need to possess the commitment the relevant skills and positive attitude towards work. This necessitates these organizations to have a well-adjusted, trained and skilled people

to perform the activities which must be performed in order to achieve organizational goals or objectives.

Hessey,(1997), regard performance as the conditions that exist when the required results have been satisfactorily achieved, performance is a result of workers because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contribution that affect the organization. Hence, it addresses the mode in which an activity is accomplished in particular and the level of standards to which a task is carried out within the working environment.

Tadamun society and GRT (Gruppo per le Relazioni Transculturali) are locally based nongovernmental organizations that deliver humanitarian service across Somalia specially in Galkio the city of Mudug region in Somalia, among the challenges they face is poor employee work performance that can be attributed to several reasons including lack of proper training on employees, therefore the study examined the contribution of training on employee performance of selected NGOs in Galkio-Somalia.

## **Problem Statement**

With the absence of the central authority in Somalia , NGOs played a bigger role to enable the communities receive the basic social services they need and NGOs have excelled doing that and filling the gap but yet they face challenges of finances and employee poor performance , it is observed that employees of these NGOs are lazy and have poor work attendance and inefficiency in delivering services

performance of employees positively (Hergenhahn, 1992), The study will also identify gaps in existing literature and try to bridge them as a way of contributing to the existing body of knowledge

### **Objectives of the Study**

The general objective of the research study was to examine the role of training on employees' performance of selected NGOs in Galkio-Somalia.

### **Specific objectives**

1. To determine the respondents profile in terms of age, gender and working experience and level of education.
2. To determine and the level of training in the selected NGOs.
3. To determine the performance level of the employees at selected NGOs in Galkio.
4. To determine if there is significance relationship between training and employee performance.

### **Research Questions**

1. What is the profile of respondents in terms of age, gender, working experience and education?
2. What is the level of training in the selected NGOs in Galkio-Somalia?

3. What is the performance level of employees at selected NGOs in Galkio-Somalia?
4. Is there significance relationship between training and employee performance?

### **Research Hypothesis**

Null hypothesis of the study was that there is no significance relationship between training and employee performance.

### **Scope of the Study**

#### **Geographical scope**

The study was conducted at two locally based NGOs of Tadamun Society and GRT in Galkio-Somalia; these two were chosen because they are the most prominent NGOs in the city who deliver humanitarian services in the city.

#### **Theoretical Scope**

The study was based on behaviorist theory of John Watson 1913, he observed that stimuli can change behavior or response; training can be used as stimuli to change the work performance of employees positively (Hergenhahn, 1992).

## **The Content Scope**

The study was based on training and employee performance, training is described in terms of process , needs assessment , determinants of effective training and relevancy and performance of employees and relationship between training and employee performance.

## **Time Scope**

The research study was conducted between September and December 2012.

## **Significance of the Study**

The primary beneficiaries of the study are local NGOs and government departments to help use training as avenue of improving employee performance to ensure resources are effectively and efficiently used to social service delivery objectives, the study will also help future researchers in the field of training and employees performance as they look into other ways that can be improved employees performance in their future research studies.



## **Operational definition of key terms**

**Training** is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, and performance.

**Employee's performance** is a rating system used in most corporations to determine the abilities and output of an employee, The job related activities expected of a worker and how well those activities were executed. Personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Concepts, opinions, ideas from other experts**

Training is sometimes referred to as human capacity building. Training according to Lynton and Pareek (1990) is a systematic attempt to develop the human resource-individual, group and organizational competencies required to manage some present tasks and situations as well as those to be accomplished in future. On the other hand, Evans (1999) defines training as a job specific focused learning aimed at fulfilling gaps in knowledge and skill that help individuals find employment and get involved in developmental work. Therefore training is said to be any activity that deliberately attempts to improve on someone's knowledge and skill on the job.

Training is defined as an enhancement and reinforcement of skills with the aim of transferring these skills to task. Training is a planned process to impart knowledge and modify attitude, skills or behavior through learning experience so as to improve performance in an activity or a range of activities. Its purpose in work situation is to develop abilities of individuals and to satisfy the current and future manpower needs of the organization.

Armstrong, (2001), defines training as the systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or job. This is a deliberate effort by organizations aiming at equipping individuals with the necessary skills and techniques to perform better. According to him, training is for lower levels, development is for high levels.

Human resources are invested in as a resource of capital through training according to the human capital theory, (Campbell, 1988).

Training is said to play a significant role in enhancing employee commitment for the organization to gain competitive advantage, (Armstrong, 2001). This is in agreement with Maicibi (2003) argument that commitment of employees leads to high performance and increases their retention levels. For the employees of NGO organizations to efficiently and effectively handle the ever-increasing demand for quality service delivery, they need to possess the commitment, the relevant skills and positive attitude towards work. This necessitates these organizations to have a well-adjusted, trained and skilled people to perform the activities which must be performed in order to achieve organizational goals or objectives. Therefore the need to invest in human resource cannot be underestimated (Armstrong 2001). James and Jack (1994) define human capital as an investment in education and training that is embodied in an individual or worker.

Armstrong (2001) and Torrington et al (2002) add on that training itself is not enough without employee commitment. This is in agreement with Mullins (2002) who argues that increased commitment through training provides learning experiences, which enhance understanding and acceptance of organizational core values and value driven behaviors.

Training is a planned process to modify attitude, knowledge, skills and behavior through learning experience to achieve effective performance in a range of activities.

Cole (1997), define training as a formal procedure, which a organization utilizes to facilitate learning so that the resultant behavior contributes to the attainment of the organizational goals and objectives.

Development is defined as the growth or realization of a person's ability, through conscious or unconscious sources. Development programmes usually include elements of planned study and experience and are frequently supported by a coaching or counseling facility.

Kempton (1995), relates training to development and looks at both as a process which attempts to fill the gap between what an employee has to offer by way of accumulated skills, experience and attitudes that are demanded by his or her job. Training here presupposes that the individual already has the education but requires an enhancement of this knowledge to enable the employees to bridge the gap between knowledge and job needs. However, a close look at training can be seen in aspects like;

### **The Training Process**

A look at this aspect is vital for a better understanding of the importance of training as a deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training can be defined as the process involved in deciding whether training can help to resolve or prevent a perceived or prevailing problem, and if so, determining whether training is the most appropriate approach to increased employee performance. Hence this

performance has to be monitored and if necessary, remedial training under taken (Rosemary 2000).

### **Needs Assessment and Learning Objectives**

Planned training is a deliberate intervention aimed at achieving the learning necessary for improved job performance. It is deciding whether training can help to solve or prevent a problem and if so ,determining the most cost effective approach. Training identifies what learning is needed and setting learning objectives. Needs assessment enables management to decide which training strategy to adopt and plan appropriate training program to ensure that employees are assisted to acquire the skills, knowledge ad attitudes they require and continuously evaluate the effectiveness of training so as to specify any or all work performance requirement(Maicibi, 2003).

According to Bullin,( 1996) it is argued that skills development has been identified and recommended by various studies as a good promotion program for the operators of organizations which creates efficiencies. Training has been referred to as a vital in put in the organization performance. It is assumed that the more training that takes place in an organization, the higher the profitability of the workers, and the better the performance of the organization. Training as an instrument of economic development is always considered irrelevant if it does not result in gainful employment and increased productivity. Armstrong (2001), states that the rationale for intervention in training for organizations is to upgrade skills and productivity in the existing organizations. This helps in enhancing peoples skills.

Hudson, (1996) observes that the objectives of any training program may be several. But the main objective hereunder, is to increase of training systems and improve the opportunities available for acquisition of occupational knowledge, skills and competence by employees in various sectors of the organization. The second objective is to make management of the organization in different sectors more efficient through training of managers in modern management disciplines in order to enhance both productivity and management's awareness of its social responsibility.

The learning needs assessment requires to be understood before training. This is important because it helps identify the needs for employees training requirements and how precise the exercise can be conducted.

Kenney and Reid (1986) provide a conceptual model that clearly illustrates a planned training process.

### **The Planned Training Process Model**

Once the performance standards have been set, the behavioral objectives of training are then set. In setting such objectives, management must compare the trainees present levels of competence with the required level of performance.

A difference between what the staff has to be able to do and what they can do, is the learning gap which raises the need for training .Hence, training in organizations should be designed and planned to cover the gap and for it to be effective, the training process

must take into account of the above factors which influence learning to take place (Kenney and Reid, 1986)

### **Determinants of Effective Training**

Effective training depends on the selection procedure of participants, its adequacy, the individuals attitude towards training, the relevancy of training to the individual, work enjoyment and environment and training methods. Training is under taken with the view to achieve certain objectives specific to worker performance. These are primarily to give new knowledge to the trainee, change attitude and behavior, to develop new skills or enhance the existing ones. For this exercise to be effective, it ;must not only be relevant to the organization but also to the people being trained must also be suited for the selective training. Hussy (1997).

### **Relevancy of Training**

According to Lynton (1990), and Wamala, (1996), relevancy of training is considered an important factor to take into consideration and it must be relevant to both the organization and the employees being trained. For a person to be identified as a candidate for training, he or she must have been assessed and a clear identifiable gap seen. This may be in form of a desired change in behavior, acquisition of new knowledge and skills and change in technology. Such identification normally emerges from performance appraised or organization training needs analysis. At times, poor quality of services and failure to achieve organizational objectives also leads to need for

training. Once the needs have been identified, then the type of training required is also determined to fill the gap. Training is relevant if it will result into desired change Lynton (1990).

### **Selection Procedure**

According to Cole,(1997), the process of selecting trainees also affects the effectiveness of training. Training needs are identified through appraisal performance either of individuals or of the organization.

Where an individual fails to achieve performance required of him or her fails to conform to the set standards, it is an indicator that the person requires training. Selection therefore plays a very important role in effective training. People who require training should be the ones selected. However, people are selected for other reasons other than enhancing skills.

### **Purpose of Training**

This is viewed by different scholars and researchers. According to Armstrong, (2001), the main purpose of training is to improve and enhance organizational performance by adding value to its key resources that is to say, the people it employs. He further stipulates that there are three objectives of training and they are; To reduce learning time for starting a new job on appointment transfer and promotion. To develop the skills and competencies of workers and improve their performance to match with the set standards. Through



training, workers are helped to grow within the organization so that its future Human resource needs can be met.

Hudson,(1996), has a divergent view and asserts that the purpose of training is just to enable employees acquire unique talents of superior performance of activities,productivity,flexibility,innovation and the ability to deliver high levels of personal customer service.

Hence, organizations that train employees have leverage over others that do not train their employees; such leverage is in form of skills, knowledge and attitude towards certain tasks.

Colin (1994), defines skills as the ability to carry out a given task satisfactorily or the know-how on performing a given according to the set standards.

## **Employee Performance**

In Namayanja Jane (2002), Ziderman et al (1993) argues that organizations must improve on the quality of their services if they are to effectively compete in this era of rapid technological change. This improved quality of services require both capital investment as well as a work force that has he flexibility t acquire new skills for the newly created jobs in the organization.

Hessey, (1997), regard performance as the conditions that exist when the required results have been satisfactorily achieved.

A performance standard is a measure applied to gauge the level of required performance standards to ascertain whether performance is achieved or not. In this case, performance is measured

in terms of productivity that is to say out of man-hour, delays and performance.

Performance is a result of workers because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contribution that affect the organization. Hence, it addresses the mode in which an activity is accomplished in particular and the level of standards to which a task is carried out within the working environment.

### **Relationship between Training and Employee Retention**

Retention contributes greatly to the organizations ability and development. When there is stability in a job, employees feel secure and believe they have a future with the organization, trust their leaders and feel valued. Retention of employees refers to the ability of the organization to retain their employees. Cole, (2002), argues that what determines employees' retention at work is the ability of the organization to meet their personal career and competence needs. What attracts employees to stay in an organization is associated with the high spirit of motivation and inspiration that compel an individual to stay in a place of work and the reverse is associated with lack of commitment and dissatisfaction in a place of work. In a situation where the work place is not significant as a source of personal self-esteem and when it does not provide an arena for achievement, it becomes difficult to retain workers.

Peter, (1982), adds on that if individuals do not feel committed to the organization, they pursue their own agendas. This

commitment can be enlisted through provision of learning and growth opportunities by providing training programs (Mullins, 2002). He also observes that training motivates employees more than receiving a rise in pay or promotion. Such research findings mean that training is a powerful tool that breeds in employees a sense of pride as well as belonging. Others being better rewards, job security, better working conditions, selection and promotion practices.

Tripathi, (2004), argues that when employees are sponsored for training, they take it seriously and are wishing to stay with the organization. Torrington, (2003), supports this view when he links training interventions and employee turn over in that training opportunities to an individual makes him less likely to leave the organization voluntarily than he would if training was not offered.

### **Relationship between Training and Employee Performance**

Performance can be defined as the accomplishment of one's tasks of a particular job. Maicibi, (2003), contemplates that it has long been argued and established that the quality of Human resources of an organization has a high correlation with the level of performance and productivity. Technology, customer expectations and competition have all contributed to the view that organizations need to achieve high performance leading to the generations of high valued services for customers, trust and commitment as well as enthusiasm of employees.

Saleemi (1999), argue that performance is enhanced when employees are empowered through training. This is because, training enables people to acquire skills and to get the necessary knowledge or

attitude to help them carry out their responsibilities to the required standards.

Training creates a change in individuals which ultimately improves individual performance, This is because individuals who under go training learn something new, they acquire new skills. The methods of training that can be employed are coaching, mentoring, delegation, counseling, job instruction, special projects, computer based learning, job rotation, lectures, talks, distance learning, workshops, case studies and group exercises among others. Considering the factors that enable effective training to occur, the resultant benefits need to be discussed here.

One of the benefits of training is the promotion of efficient and effective operation .It helps employees to learn their jobs quickly and effectively, hence minimizing leaning costs and enhances performance. It is also noted that when people learn, they improve performance because they have acquired skills.

Existing staff can be helped by training to improve their work performance and to keep up to date in their specialist field. The present and future standards of work required by the organization are more likely to be achieved and maintained if employees are well trained.

Training also acts as a motivating factor and enhances commitment of employees to the organization, hence making it able to develop and retain its employees.

Training reduces cognitive in dissonance which results when individuals are unable to experience attitude change.

## **Theoretical prospective**

Behaviorism, as a learning theory, can be traced back to Aristotle, whose essay "Memory" focused on association being made between events such as lightning and thunder. Other philosophers that followed Aristotle's thoughts are Hobbs, Watson is the theorist credited with coining the term "behaviorism", The school of adult learning theory that adopted these principles has become known as the school of behaviorism, which saw learning as a straightforward process of response to stimuli. The provision of a reward or reinforcement is believed to strengthen the response and therefore result in changes in behavior – the test, according to this school of thought, is as to whether learning had occurred. Hergenhahn (1992) states, "the behaviorist perspective, associated with John w., holds that the mind at work cannot be observed, tested, or understood; thus, behaviorists are concerned with actions (behavior) as the sites of knowing, teaching, and learning" One of the keys to effective teaching is discovering the best consequence to shape the behavior. Consequences can be positive or negative – punishing or rewarding. "Extinction" occurs when there is no consequence at all –Therefore training the employees can be used to change the behavior of the workers to increase their effort toward achieving the goals of the organization of delivering services effectively and efficiently.

## **Related Study**

Planned training is a deliberate intervention aimed at achieving the learning necessary for improved job performance. It is deciding whether training can help to solve or prevent a problem and if so, determining the most cost effective approach. Training identifies what learning is needed and setting learning objectives.

Needs assessment enables management to decide which training strategy to adopt and plan appropriate training program to ensure that employees are assisted to acquire the skills, knowledge and attitudes they require and continuously evaluate the effectiveness of training so as to specify any or all work performance requirement, Rosemary (2000).

Armstrong,( 2001) it is argued that skills development has been identified and recommended by various studies as a good promotion program for the operators of organizations which creates efficiencies. Training has been referred to as a vital input in the organization performance. It is assumed that the more training that takes place in an organization, the higher the profitability of the workers, and the better the performance of the organization. Training as an instrument of economic development is always considered irrelevant if it does not result in gainful employment and increased productivity. Torrington (2002), states that the rationale for intervention in training for organizations is to upgrade skills and productivity in the existing organizations. This helps in enhancing peoples skills.

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to increase of training systems and improve the opportunities available for acquisition of occupational knowledge, skills and competence by employees in various sectors of the organization. The second objective is to make management of the organization in different sectors more efficient through training of managers in modern management disciplines in order to enhance both productivity and management's awareness of its social responsibility. The learning needs assessment requires to be understood before training. This is important because it helps identify the needs for employees training requirements and how precise the exercise can be conducted.

### **Summary of Gaps Identified in Literature**

The review of literature above provided important information about the effect of training on employee performance. However, it says nothing about the relationship between training and employee performance and how the two are related. The current study sought to fill this knowledge gap.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Research Design**

This study employed a descriptive, survey and correlation research design, because the study involved many respondents and focused on relationship between two variables, in describing the relationship between training and employees performance of selected NGOs in Galkio-Somalia.

#### **Research Population**

The target population of the research study was 134 of employees and administrators of selected NGOs of Tadamun Society and GRT based in Galkio-Somalia, the list was obtained from the management of the two organizations.

#### **Sample Size**

A sample of 39 administrators was selected from the two organizations of GRT and Tadamun Society and 61 employees will be selected from both organizations.

Slovene's formula was used to determine the minimum sample size

$$n = \frac{N}{1 + N(e)^2}, \quad n = \frac{134}{1 + (110 * 0.0025)} = 100$$

$$\text{Employees } n = \frac{82}{134} * 100 = 61, \quad \text{administrators } n = \frac{52}{134} * 100 = 39$$



**Table 1 categories of sample**

<b>Categories of expected respondents</b>	<b>Target population</b>	<b>Sample size</b>
Employees of selected NGOs	82	61
Administrators of selected NGOs	52	39
Total	134	100

### **Sampling Procedures**

The study employed stratified sampling; simple random sampling techniques was used to select the sample respondents, the list of the names was obtained from the respective organizations and put in a box to make a lottery selection until the researcher reached the required number.

### **Research Instrument**

The study employed questionnaires methods in collecting data, particularly close ended questionnaires and distributed among the administrators and employees of organizations of GRT and Tadamun Society.

### **Validity and Reliability of the Instrument**

To measure the validity of the research instrument, the researcher used content validity index approach, the researcher submitted the instrument to expert judges and CVI was calculated,  $CVI = \text{number of items declared valid} / \text{total number of instrument}$ .

Amin (2005) if the CVI is 0.7 and above then the instrument is considered to be valid and accepted, therefore it was accepted because the CVI was 0.9

Reliability of the instrument was established through test-retest method, the researcher administered the instrument to a few people and after a period of around two weeks, the researcher administered to the same people, then results of the two tests were compared and they gave same result and showed no significance difference therefore the instrument was declared reliable and accepted.

## **Data collection Procedures**

### **Before the Administration of the Questionnaires**

- An introduction letter was obtained from the college of higher degree and research Kampala International University for the researcher to solicit approval to conduct the study from the respective organizations.
- The researcher appointed research assistants and briefed them about the sampling techniques.
- The researcher took the samples using table 1

### **During the Administration of Questionnaires**

- The researcher briefed the respondents about the intention of the study.

- Then the researcher requested them to sign the informed consent and requested them to answer all questions and gave them the questionnaires.

### **After the Administration of the Questionnaires**

- The researcher and the assistants emphasized on the retrieval of the questionnaires within five days from the date of distribution.
- The researcher and the assistants checked the completeness of all answers and arranged them for data analysis and encoded them into computer to be treated statistically by using the statistical package for social science.

### **Data Analysis**

Frequency and percentage distribution were used to determine the demographic characteristics of the respondents.

The mean and standard deviations was used for the level of impact of training on improving employee's performance. An item analysis illustrated the strengths and weakness based on the indicators in terms of mean and rank, from these strengths and ranks, recommendations were derived.

The following mean ranges were used to arrive at the mean of the individual indicators and interpretations.

<b>Mean range</b>	<b>response mode</b>	<b>interpretation</b>
3.26-4.00	strongly agree	very satisfactory
2.51-3.25	agree	satisfactory
1.76-2.50	disagree	poor
1.00-1.75	strongly disagree	very poor

Pearson's linear correlation coefficient was used (plcc) to determine if there was significance relationship between the level of, at 0.05 level of significance to reject or accept the hypothesis.

### **Ethical Considerations**

To ensure confidentiality of the information provided by the respondent and to ascertain the practice of ethics in the study, the researcher implemented the following activities; The researcher requested the respondents to sign the consent form and the researcher acknowledged the authors, academicians whose ideas were used in the study.

### **Limitation of the Study**

The researcher considered intervening variables which were beyond the researcher's control such as the environment and emotional biases of the respondents and retrieval of the questionnaires threat to the validity of the study and the researcher allowed 5% margin of error at 0.05 level of significance to compensate for that.

**Table 2**

**Profile of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage%</b>
Male	75	<b>75</b>
Female	<b>25</b>	<b>25</b>
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Age</b>		
18-25	20	20
26-30	55	55
31 and above	25	25
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Qualification</b>		
O level	25	25
Diploma	40	40
Bachelor	30	30
Other specification	5	5
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Experience</b>		
0-1	20	20
2-4	12	12
5-9	60	60
10 and above	8	8
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Department</b>		
Administration	39	39
Personnel	61	61
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: primary data 2012**

From the above table indicated that different categories were involved in the study 75% are male and 25% of the respondents are female, it is clear that these two nongovernmental organizations are dominated by male , in other word more male are employed compared to female counterparts in these organizations.

The findings of the study showed that 20% of the employees were at the age of 18-25 years , 55% lye between the age of 26-30 years while 25% are the age of 31 years and above , this shows that the two organizations prefer to recruit staff at the age of 26-30 , who are more energetic to conduct business.

The findings of the study also showed that, 25% of the employees O level holders, 40% of the employees were diploma holders, 30% were bachelor holders and 5% are other specifications, this shows that the two organizations employee mostly people with diploma and this shows that there is shortage of people with higher degree skills that is why more diploma holders are employed compared to degree holders.

The study finds that 20% of employees have worked the organization for less than one year, 12% of the employees have worked the organization for a period of less than four years, 60% of the employees have worked for close to nine years and 8% of the workers have worked for above ten years in the organization, This implies that most employees have worked for more than 8 years and therefore have enough skills and experience about the company and are able to train new staff. The company is able to retain the staff because the staff is motivated by the training they acquire thus more willing to work for long.

The study finds out that 39% of the respondents are from administration department and 61% are from employees department this shows that most respondents are from employees since they have more information on employees.

### **Level of Training**

The independent variable in this study was the level of training among employees of selected nongovernmental organizations of Tadamun Society and GRT , for which the researcher wanted to determine its level. Level of training was operationalized using 12 questions in the questionnaire , each of these questions was based on the four likert scale , where 1=strongly disagree, 2=disagree,3= agree and 4= strongly agree, respondents were asked to rate the level of training by indicating the extent to which they agree or disagree with each question, there responses were analyzed using SPSS and summarized using means as in table 3.

**Table 3****Level of training**

Indicators	Mean	Interpretation	Rank
Training is done in your organization	2.85	Satisfactory	1
The organization does train its employees once in 3 months, 6 months, a year	2.83	Satisfactory	2
The main objective of training is to improve employee performance	2.78	Satisfactory	3
The organization has a training committee that organizes training programs.	2.76	Satisfactory	4
Training is often reviewed.	2.76	Satisfactory	5
Different departments are involved in the training process.	2.74	Satisfactory	6
the organization uses on the job training method.	2.73	Satisfactory	7
the organization uses off the job training method	2.73	Satisfactory	8
Trained employees are more efficient and effective as compared to untrained.	2.73	Satisfactory	9
training programs are job oriented	2.73	Satisfactory	10
training is provided in accordance to international standards	2.73	Satisfactory	11
organizational culture facilitates the training	2.71	Satisfactory	12
Mean	2.75	Satisfactory	



<b>Mean range</b>	<b>response mode</b>	<b>interpretation</b>
3.26-4.00	strongly agree	very satisfactory
2.51-3.25	agree	satisfactory
1.76-2.50	disagree	poor
1.00-1.75	strongly disagree	very poor

Results in table 3 indicate that the level of training is generally satisfactory and this is indicated by the total mean of 2.75, the highest rated aspect of training was training is done in your organization ( mean=2.85) and this followed The organization does train its employees once in 3 months, 6 months, a year ( mean= 2.83), The main objective of training is to improve employee performance ( mean=2.78), The organization has a training committee that organizes training programs ( mean= 2.76), Training is often reviewed(mean= 2.76), Different departments are involved in the training process ( mean=2.74), the organization uses on the job training method (mean=2.73), the organization uses off the job training method ( mean=2.73), Trained employees are more efficient and effective as compared to untrained ( mean=2.73), training programs are job oriented ( mean=2.73), training is provided in accordance to international standards (mean=2.71), and the lowest rated aspect on the level of training was ; organizational culture facilitates the training (mean=2.71).

### Level of employee performance

The dependent variable in the study was the level of employee performance of selected NGOs in Galkio-Somalia, it was operationalised using seven questions in the questionnaire, each of these questions was based on the four likert scale , where 1=strongly disagree, 2=disagree,3= agree and 4= strongly agree, respondents were asked to rate the level of employee performance by indicating the extent to which they agree or disagree with each question, their responses were analyzed using SPSS and summarized using means as in table 4

**Table 4**

### Level of employee performance

Employee performance	Mean	Interpretation	Rank
your organization does measure employee performance	2.97	Satisfactory	1
the training you acquired has been effective in the performance of your job.	2.84	Satisfactory	2
there are other methods used by management apart from training to ensure that you perform your work better	2.81	Satisfactory	3
there are measures that your organization may undertake to improve on training.	2.80	Satisfactory	4
You realize improvement on your activities after attending training.	2.78	Satisfactory	5
your organization evaluates the employees' performance after training them	2.73	Satisfactory	6
Your organization relates performance of employees after training to their remuneration.	2.71	Satisfactory	7
Total mean	2.78	Satisfactory	

Mean range	response mode	interpretation
3.26-4.00	strongly agree	very satisfactory
2.51-3.25	agree	satisfactory
1.76-2.50	disagree	poor
1.00-1.75	strongly disagree	very poor

Results in the table 4 indicate that the level of employee performance at Tadamun society and GRT in Galkio are satisfactory , this is indicated by the total mean of 2.78, the highest rated aspect in level of performance was your organization does measure employee performance ( mean=2.97),and this was followed by the training you acquired has been effective in the performance of your job.( mean=2.84), there are other methods used by management apart from training to ensure that you perform your work better( mean=2.81), there are measures that your organization may undertake to improve on training(mean=2.80), You realize improvement on your activities after attending training ( mean=2.78), your organization evaluates the employees' performance after training them (mean=2.73) and Your organization relates performance of employees after training to their remuneration(mean=2.71).

### **Significance Relationship between the Level of training and Employee performance of selected nongovernmental organizations in Galkio-Somalia**

the last objective of the was to establish if there is significance relationship between training and employee performance of selected nongovernmental organizations in Galkio-Somalia, for this the researcher stated a null hypothesis that there is no significance between level of training and employee performance in selected NGOs in Galkio, therefore to achieve this objective and to test this null hypothesis , the researcher correlated the means on training and employees performance using Pearson's Linear Correlation Coefficient as indicated in the table 5.

**Table 5**

**Significance Relationship between the Level of training and  
Employee performance of selected nongovernmental  
organizations**

**in Galkio-Somalia**

<b>Variables correlated</b>	<b>r- value</b>	<b>Sig</b>	<b>Interpretation</b>	<b>Decision on Ho</b>
Training VS employee performance	.610	.000	Significant correlation	Rejected

Results in table 5 indicated a positive significant relationship between the level of training and employee since the sig value (0.000) was less than 0.05, which is the maximum level of significance required to declare a significant relationship, this implies that better training enhances employee performance, therefore basing on the results the stated null hypothesis was rejected and conclusion is made that training enhances employee performance of selected NGOs in Galkio-Somalia.

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This chapter presents the findings, conclusions, recommendations and suggested areas that need further research following the study objectives and study hypothesis.

#### **Findings**

The study was set to find out the relationship between training and employee in selected nongovernmental organizations in Galkio-Somalia, it was guided by four specific objectives that included determining, i) profile of respondents in regards of age ,gender, qualification , department and working experience, ii) level of training , iii) level of employee performance , iv) the relationship between training and employee performance of selected nongovernmental organizations in Galkio-Somalia.

The findings indicated that majority of respondents were between 26-30 ( 55%) of age , over 75% were male and majority were diploma holders and 60% of the employees have worked for close to nine years , This implies that most employees have worked for more than 8 years and therefore have enough skills and experience about the company and are able to train new staff. The company is able to retain the staff because the staff is motivated by the training they acquire thus more willing to work for longer.

Data analysis using means showed that the study revealed that Tadamun Society and GRT carry out training of its employees which involves many departments like personnel; and accounting thus employee performance greatly depend on good training. Results

revealed that when management properly conducts training, the organization is able to achieve better performance thus quality services are rendered to the clients. Findings revealed that there is need to improve on training through continued review of training, involving all the departments in training as well as hiring external professional trainers. On job training is the mostly form of training used in GRT and Tadamun society because it is after recruiting employees that the training gaps are identified.

Finally the findings indicated that there is significance relationship between training and employee performance, that employee performance greatly depends on training as indicated by the sig value (0.000) was less than 0.05 , which is the maximum level of significance required to declare a significant relationship. This means that, management has to ensure proper controls and appropriate standards to improve on service delivery in GRT and Tadamun Society organizations and hence performance levels and goals can be achieved.

## **Conclusions**

From the purpose of the study, the researcher generated the following conclusions

### **Strength**

Most of the employees were the age of 26-30 years and worked for the organization for quite long time, have enough skills and experience about the company and are able to train new staff. The company is able to retain the staff because the staff is motivated by the training they acquire thus more willing to work for longer, Findings

showed that performance of employees was better. However, there is need to improve employee performance through giving performance rewards as a motivation factor as well as measuring performance by output per employee.

### **Weaknesses**

There were more male employees (75%) compared to female employees of 25% this indicates the gender disparity in employment in Galkio-Somalia.

The level of training was lowest on aspect organizational culture facilitates the training, organization have the training agenda but it does not that level of perceiving as a core competitive value to its existence.

The level of employee performance was lowest on organization relates performance of employees after training to their remuneration, that however performance is improved it does not reflect the wage of the employee ,employees are rewarded for their effort accordingly.

### **Testing hypothesis**

There was significant relationship between the level of training and employee performance, this means that good training enhances the performance of the workers of selected NGOs (GRT and Tadamun society) in Galkio-Somalia.

### **Contribution to Knowledge**

The study contributed towards knowledge generation by revealing in order to improve the performance level of employees, the organizations must provide adequate training to their employees to



make them meet their job requirement and achieve organizational goal.

## **Recommendations**

From the findings and conclusions of the study, the researcher recommends that training greatly affects employee performance and therefore GRT and Tadamun society should improve it by introducing more training programs to match with the global business challenges like technology, It should also modify the existing training programs so that they are user friendly, It should continuously evaluate employee's performance after training

It should also involve all the departments in the training process so that different views are evaluated.

a significant positive relationship between training and employee performance will help to improve on the performance of the organization. The organization need to improve on training through continued review of training and availing all the necessary resources to the trainees for example time, Also more female employees ought to be recruited to reduce gender disparity in the labor market and organizations to be able to tab the unique talents of female employees.

### **Areas for further research**

Prospective researchers and even students should be encouraged to research on the following areas:

Other factors that affect employee performance other than training like the impact of motivation on employee performance, impact of motivation on behavior and attitude of employees as well as job rotation and employee performance, Future researchers should also find out the solutions to the problems that affect training in any given organization.

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## APPENDICES

### APPENDIX I

#### Transmittal Letter



Ggaba Road - Kansanga  
P.O. Box 20000, Kampala, Uganda  
Tel: +256 - 414 - 266813 / +256 - 772 - 322563  
Fax: +256 - 414 - 501 974  
E-mail: admin@kiu.ac.ug  
Website: www.kiu.ac.ug

OFFICE OF THE HEAD OF DEPARTMENT, ECONOMIC AND  
MANAGEMENT SCIENCE

COLLEGE OF HIGHER DEGREE AND RESEARCH (CHDR)

Date November 22nd 2012

**RE: REQUEST FOR MOHAMED ALI YUSUF MPA/14092/121/DF  
TO CONDUCT RESEARCH IN YOUR ORGANIZATION.**

The above mentioned is a bonafide student of Kampala International university pursuing Masters Of arts in Public Administration

He is currently conducting research entitled "Training and Employee Performance of Selected Nongovernmental Organizations in Galkio-Somalia"

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

Any information shared with him from your organization shall be treated with at most confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan

Head Of Department

Economics and Management Science, (CHDR)

NOTED BY:

Dr Sofia Sol 1, Gaite

Principal CHDR

"Exploring the Heights"

## **APPENDIX II: CLEARANCE FROM ETHICS COMMITTEE**

Date \_\_\_\_\_

### **Candidate's Data**

Name \_\_\_\_\_

Reg.# \_\_\_\_\_

Course \_\_\_\_\_

Title of Study \_\_\_\_\_

### **Ethical Review Checklist**

#### **The study reviewed considered the following:**

- \_\_\_ Physical Safety of Human Subjects
- \_\_\_ Psychological Safety
- \_\_\_ Emotional Security
- \_\_\_ Privacy
- \_\_\_ Written Request for Author of Standardized 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 \_\_\_\_\_

Members \_\_\_\_\_

**APPENDIX III**  
**INFORMED CONSENT**

I am giving my consent to be part of the research study of Mr. **Mohamed Ali Yusuf** that will focus on **"training and employee performance of selected Nongovernmental organizations in Galkio-Somalia"**.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: \_\_\_\_\_

Date\_\_\_\_\_

## APPENDIX IV-RESEARCH INSTRUMENT

Dear Respondent,

These questionnaires are prepared for purposes of collecting information on **training and employee performance of selected Nongovernmental organizations in Galkio-Somalia** and I would be grateful to you help me to conduct my research desertions as student of Kampala International University {KIU} in partial requirements for the award of degree of master of arts in Public Administration. Therefore, your cooperation in answering the questions honestly to provide the required information will be highly appreciated. This information is being collected for purely academic purpose and it will be kept confidential.

Well done,

Mohamed Ali Yusuf, Student of KIU

**1. Age**( please tick)

- 1) 18-25 years ( )
- 2) 26-30 years ( )
- 3) Over 31 years( )

**2. Gender** ( please tick)

- .....(1) Male
- .....(2) Female

**3. Department**

- .....(1) Administration
- .....(2) Personnel



#### 4. Qualification

- 1) O level ( )
- 2) Diploma ( )
- 3) Bachelor ( )
- 4) Others ( )

#### 5. Working experience

- 1) 0-1 year ( )
- 2) 2-4 years ( )
- 3) 5-9years ( )
- 4) Above 10 years ( )

**Direction :** please write your preferred option on the space provided before each item

Kindly use the rating guide below:

Response Mode	Rating	Description	Legend
Strongly Agree	(4)	you agree with no doubt at all	SA
Agree	(3)	you agree with some doubt	A
Disagree	(2)	you disagree with doubt	D
Strongly disagree	(1)	you disagree with no doubt	SD

## Training level

No.	Scale	1	2	3	4
1	Training is done in your organization				
2	The organization does train its employees once in 3 months, 6 months, a year.				
3	The main objective of training is to improve employee performance.				
4	The organization has a training committee that organizes training programs.				
5	Training is often reviewed				
6	Different departments are involved in the training process.				
7	the organization uses on the job training method.				
8	the organization uses off the job training method				
9	Trained employees are more efficient and effective as Compared to untrained.				
10	training programs are job oriented				
11	training is provided in accordance to international standards				
12	organizational culture facilitates the training				

### Employee performance

no	Scale	1	2	3	4
1	your organization does measure employee performance.				
2	the training you acquired has been effective in the performance of your job.				
3	there are other methods used by management apart from training to ensure that you perform your work better				
4	there are measures that your organization may undertake to improve on training.				
5	You realize improvement on your activities after attending training.				
6	Your organization evaluates the employees' performance after training them.				
7	Your organization relates performance of employees after training to their remuneration.				

*Thank you for your cooperation*

**Table 1 distribution of sample**

<b>Categories of expected respondents</b>	<b>Target population</b>	<b>Sample size</b>
Employees of selected NGOs		
Administrators of selected NGOs		
Total		

**Table 2**

**Profile of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage%</b>
Male		
Female		
<b>Total</b>		
<b>Age</b>		
18-25		
26-30		
31 and above		
<b>Total</b>		
<b>Qualification</b>		
O level		
Diploma		
Bachelor		
Other specification		
<b>Total</b>		
<b>Experience</b>		
0-1		
2-4		
5-9		
10 and above		
<b>Total</b>		
<b>Department</b>		
Administration		
Personnel		
<b>Total</b>		

**Table 3**

**Level of training**

Indicators	Mean	Interpretation	Rank
Training is done in your organization			
The organization does train its employees once in 3 months, 6 months, a year			
The main objective of training is to improve employee performance			
The organization has a training committee that organizes training programs.			
Training is often reviewed.			
Different departments are involved in the training process.			
the organization uses on the job training method.			
the organization uses off the job training method			
Trained employees are more efficient and effective as compared to untrained.			
training programs are job oriented			
training is provided in accordance to international standards			
organizational culture facilitates the training			
Mean			

**Table 4**

**Level of employee performance**

Employee performance	Mean	Interpretation	Rank
your organization does measure employee performance			
the training you acquired has been effective in the performance of your job.			
there are other methods used by management apart from training to ensure that you perform your work better			
there are measures that your organization may undertake to improve on training.			
You realize improvement on your activities after attending training.			
your organization evaluates the employees' performance after training them			
Your organization relates performance of employees after training to their remuneration.			
Total mean			

**Table 5**

**Significance Relationship between the Level of training and  
Employee performance of selected nongovernmental  
organizations**

**in Galkio-Somalia**

<b>Variables correlated</b>	<b>r- value</b>	<b>Sig</b>	<b>interpretation</b>	<b>Decision on Ho</b>
Training VS employee performance				



## Researcher's Curriculum Vitea

**MOHAMED ALI YUSUF**

Current Address

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Kabalagala.

+256-79-1570158

Permanent Address

Galkio, Somalia

+252-90-745309

[cali113@hotmail.com](mailto:cali113@hotmail.com)

### OBJECTIVE

A junior administrator who seeks to realize theory knowledge which is gained during attending Masters of Public Administration in order to obtain skills and abilities to run complex institutions

### EDUCATION

Graduated with bachelors of Business administration @ KIU in 2011

Currently perusing Masters of Public Administration and expect to graduate in Nov, 2013.

Secondary education at Imam shafici High School, Mogadishu, Somalia, 2006.

### PERSONAL TRAITS AND SKILLS

- Computer literacy with high speed and accurate typing
- Team work and strong work ethic
- Good at solving problems

- Extensive knowledge of Microsoft windows
- Initiative to accomplish goals
- Quick learner

## **WORK EXPERIENCE**

A one-year of sales personal experience at Sakina hardware enterprise in Juba-South Sudan during 2007 and 2008.

- Running a day to day activities of the enterprise
- Planning short term activities of the enterprise.
- Supervising and authorizing income and expenses of the enterprise
- Coordinating and directing varies activities in the enterprise.

## **LANGUAGES**

- Somali
- English
- Arabic

## **HONORS AND ACHIEVEMENTS**

- 1 year certificate in Access Program at Kampala International University, 2007.
- Quick Book course at KIU, 2010.
- Certificate of M & E at Institute of Advanced Leadership

**REFEREE**

Mr. Richard Nuwamanya Butamanya

Lecturer at KIU and vice chairman of Uganda NGO forum

Kampala –Uganda

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**CERTIFICATION**

I certify that the above given information on my qualifications, experience and personality is correct and accurate.

