



A RELATIONAL STUDY BETWEEN TRAINING AND EMPLOYEE PERFORMANCE OF NATIONLINK TELECOM INC. IN SOMALIA

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ABSTRACT:

Training makes an employee perfect for the organization. Employees' need training to efficiently accomplish their jobs in the organization. The human resource manager is responsible to provide sufficient and relevant training to the employees before assigning tasks. So, this paper attempts to explore the relationship between training and employee performance of NationLink Telecom Inc. in Somalia. Training does not operate in the vacuum. It needs budget, time, place, technology and so on. Therefore, this paper also attempts to explore the challenges facing the employees and organization while conducting training program and suggest some measures to overcome the challenges and make the training program successfully so that it can help to enhance the performance of employees.

KEYWORDS: Training, Employee Performance, Perfect, NationLink Telecom Inc.

INTRODUCTION:

Rahman (2012) points out that the authority of the organization can make their human resources qualified and knowledgeable through training which will help them to face the environmental challenges properly. Every company wants to take the market leadership in its business sector. The present business world is highly competitive and there is scarcity of resources. So, if an organization would like to achieve superior performance, it depends on the effective utilization of resources upon the availability of resources. There are various types of resources in the organization such as human resources, physical resources and financial resources. Vinesh (2014) identifies that human resource is the key resource in the organization and other resources can be accumulated easily through the proper utilization of human resources. Previously, the telecommunication sector of Somalia was state-run and it was totally damaged during the war. Initially, it was replaced by VHF radios, which are still found throughout the country, particularly in rural areas. However, Somalia run companies linked to international ones have reestablished telecommunication services in the main urban centers and some of the smaller towns and villages since 1994 (UNDP, 2002).

Nation Link Telecom Inc. is one of the leading telecommunication companies in Somalia. It owns and operates a telecommunication network covering the entire territories in Somalia. It provides national and international telephone services. NationLink Telecom came into being operation in September 1997. The company provides telecommunication services to all over Somalia and is one of the leading service providers in the country. The company's focus is in the core areas of mobile, fixed lines, internet and satellite mobile services.

Organizations cannot work without human resources and in fact no organization can work effectively without trained human resources. Properly 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. Training can reduce or minimize employee dissatisfactions, complaints, and absenteeism. An organization can effectively achieve its objectives by motivating employees through well-training, job security, sufficient compensations, career development opportunities, and continuous education & learning opportunities.

Ali (2015) explores that human resource is a key to determining organizational success. The success and failure of an organization depend on the performance of human resources. In this regard, Kirkpatrick (2008) tells that the human resources of an organization are able to accomplish their tasks and capable to provide meaningful and useful contributions to the continuous growth & development. Armstrong (2014) explains that the main objective of human resource management or people management is to ensure that the organization is able to achieve success through people and it aims to increase organizational effectiveness and capability to achieve its goals by making the best use of the resources available to it.

Several factors can touch the performance of single employee. Therefore, the role of human resource department is to increase the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance.

OBJECTIVES OF THE STUDY

The study has been conducted with the following objectives:

- i) To investigate the relationship between training and employee performance of NationLink Telecom Inc., Somalia
- ii) To analyze the effect of training on employee performance in Nationlink Telecom Inc., Somalia
- iii) To identify the training methods used in NationLink Inc. Somalia to provide training to the staff
- iv) To find out the challenges faced Nationlink Inc., Somalia in training to the staff
- v) To provide some suggestions to overcome the challenges faced NationLink in staff training and establishing the relationship between training and employee performance

STATEMENT OF THE PROBLEM

Fruitful applicants put on the occupations require training to play out their obligations successfully. Training builds the knowledge and Skills of the Employee, helps expel execution insufficiency in workers, limits mischances, and scrap and harm to apparatus and hardware can be stayed away from or limited through preparing. All around prepared staff with employer stability, remuneration that mirrors their aptitudes, responsibility regarding the association, profession advancement Training can lead the Employees to perform successfully. Organizations can't maintain the standard of brilliance with anything less than a true commitment to these core values. However, in NationLink Telecom Inc., Somalia (NTL) there are employees who are not meeting deadlines of their assignments, executives are doing the work themselves because the juniors aren't handling it and there are continuous customer complaints while NationLink Telecom Inc., Somalia (NTL) conducts a lot of trainings and spends a lot of time and money. All these deficiencies in NTL reduce its performance and productivity and may cause loss of profits, damaged corporate image and lose of customers.

Therefore, the researchers studied the relationship between training and employee performance of in NationLink Telecom Inc., Somalia (NTL).

LITERATURE REVIEW

Younaset. al (2018) identify that choice is only the initial phase in coordinating an employee with work. Training helps the worker to carry out the activity properly. It is typically gone for taking care of critical issues as we should utilize it as a key necessity for guaranteeing that any training which

depends on legitimate investigation of its commitment to the adequacy and proficiency of an organization. Training has been seen by researchers as a guide in changing in accordance with workplace which is intended to expand the limit of individual or gathering in adding to the accomplishment of the hierarchical objectives.

Godat and Brigham (1999) point out that training is a standout amongst the most vital procedures for organization to enable employees to increase appropriate skills and knowledge expected to address the natural difficulties. M and Indradevi (2015) point out that training in a work organization is essentially a learning process, in which learning opportunities are purposefully structured by the managerial, human resource and training staff working in collaboration, or by external agents acting on their behalf. The aim of the process is to develop the organization's employees' knowledge, skills and attitudes that have been defined as necessary for the effective performance of their work and hence for the achievement of the organizational aims and objectives by the most cost-effective means available.

According to Zahra, Iram and Naeem (2014), "Training is the procedure whereby individuals obtain capabilities to help in the accomplishment of organizational objectives". Elnaga, Amir and Imran (2013) tell that training process is considered the heart of continuous effort designed to improve employee competency and organizational performance and to provide them with the knowledge and skills needed for their present job. It is the use of systematic and planned instruction activities to promote learning. In addition to the previously mentioned, training is important for organizations because it helps in improving abilities of planning, strategic thinking, and decision making, and enhances the necessity of human resource development concepts according to new trends. For employees, training facilitates acquisition of applied sciences, and short term and long term development programs, and gives trainees the opportunity to effectively participate in solving the work's problems during training program (Topno, 2012).

Beusaert, Fouarge and Gijsselaers (2013) tell that organizations try continuously to improve their performance through improving the performance of its employees by professional development and training programs. For training to be benefit; individuals participating in these training courses need to take the new knowledge, skills, and attitudes back to the workplace and apply what they have learned. Effective applying for the training required following up the employees and providing them after training services in cooperation with the trainer or outside consultant who can measure the effect of training on the performance of employees and the organization as a whole for short and long terms after training accomplishment.

Training techniques are methods for achieving wanted goals set for a programs. Practically speaking, a mixture of training strategies are utilized for accomplishing these objectives. Be that as it may, an organization can't utilize a wide range of training strategies for the reasons like cost included and furthermore the significance to the organizational needs. Consequently, organization needs to choose a methods or blend of strategies to meet its training needs. The decision of training techniques will rely upon a range of variables, for example, reason for training, nature of substance, applicable to the members, level of learners, skilled of mentor/instructor, and cost. However, the various training methods can be broadly categorized into two as under the following:

Graham and Bennet (1998) explored that on-job training is given in the ordinary work circumstance, the learner utilizing the genuine devices, equipment, reports or materials that he or she will utilize when completely trained. The learner is viewed as a somewhat beneficial laborer from the time training starts. This is the training that is gotten at work and utilize essential procedures to show laborers how to do their present occupations where by the coach or supervisor turns into the instructor. New workers learn new knowledge and skills at the work put. This technique includes each of the learning rule that are redundancy, interest, pertinence, transference and criticism in a progression of deliberately arranged advances (House, 1982).

Learning at work gives trainees with experience which is a mix of work based of knowledge and improvement of skills. As a learner picks up understanding, the range and multifaceted nature of undertakings which he or she can attempt without definite direction increments.

Jehanzeb and Bashir (2013) tell that off-the-job training expels individuals from progressing interest of the work put empowering them to focus completely on the learning knowledge since the off job training technique gives employees opportunity to meet individuals from different divisions or organizations presenting them to new thoughts and experience. This kind of training is critical to the employees, since it empowers worker to expand their abilities, skills and knowledge particular with regards to the media transmission fields while organization utilizes new hardware and new working techniques.

METHODOLOGY OF THE STUDY

In the present study, survey technique was used to expose the status of training in NTL and how the training is related with the performance of employees.

The target population of the study was all staff of NTL. The current study sample was consisted of categories of respondents and these include: directors, managers, accountants and employees of the company.

The researchers were taken 50 staff from the target population as sample size. The stratified random sampling procedure was applied by dividing the sample size into three different categories such as top level- management, middle - level management and non-managerial staff.

The researchers applied structured questionnaire to collect necessary data from the sample respondents of NationLink Telecom Inc., Somalia for the current study.

The researchers used simple statistics to analyze the primary data. The data was collected from the study area, edited, and tabulated accurately. Data was manually entered in the Statistical Package for Social Science (SPSS). SPSS is a computer program used for survey authoring, data mining, text analysis, collaboration and statistical analysis. The summary of result had been presented using frequency distribution and percentages, which had been used to determine the proportion of respondents choosing the various responses. Tables, charts and graphs had been used to ensure easy understanding of the analyses.

FINDINGS AND ANALYSIS

TABLE 1: DEMOGRAPHICAL INFORMATION OF THE RESPONDENTS

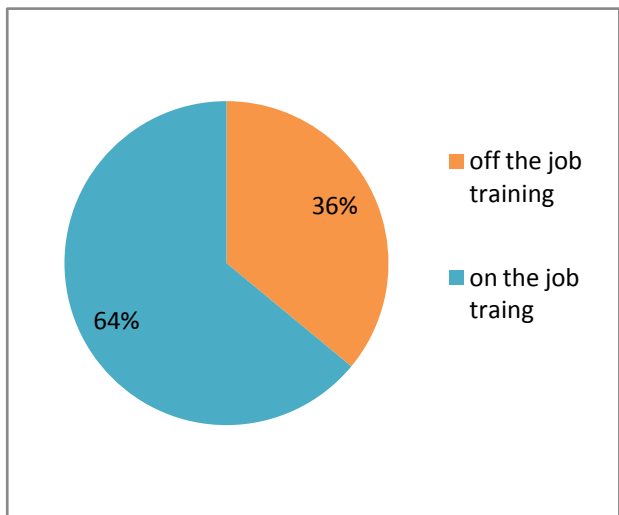
Category	Component	Frequency	Percent
Gender	Male	35	70%
	Female	15	30%
Age	20-25yrs	17	34%
	26-35	19	38%
	36-40	4	8%
	41+	10	20%
Academic level	Secondary	5	10%
	Diploma	4	8%
	Bachelor	40	80%
	Master	1	2%
Job Tittle	Top management	3	6%
	Middle level	9	18%
	Operational	38	76%
Work Experience	Less than one year	6	12%
	1-2 years	12	24%
	3-5years	14	28%
	6-7years	5	10%
	7+years	13	26%

Source: Authors Calculation

The above table 1 explained the demographical characteristics of the respondents. The 70percent of the respondents were male. The majority 38percentage of the respondents was lies in the

youngest age category within 26 - 35 years and 80percentof the participants were achieved Bachelor’s degree level of education. A little lower than half of the respondents28percent were tenured for less than five years, finally majority of the respondents 76 percent work as operational level staff, this implies that every level of the organization been asked questions to ensure that every group of employees supplied pertinent information about the effect of training on employee performance in NationLink Telecom Inc., Somalia.

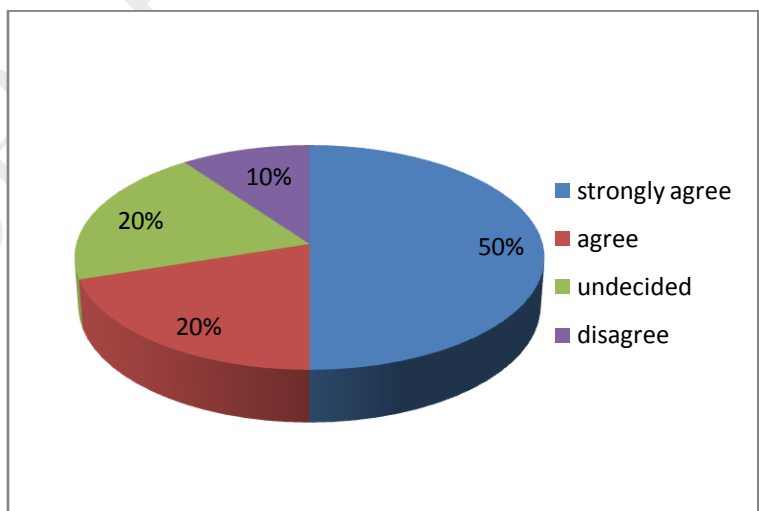
Figure 1: Methods of Training Used in NTL



Source: Authors Calculation

The figure 1 shows that the majority of the respondents 64 percentreplied that NTL used on- the -job training method, while 36 percent of the respondents replied that NTL used off – the - job training method. This statistics indicate that the most widely used method of training (formal and informal) in NTL is on-the-job training method.

Figure2: NTL lacks human resource professionals to conduct training programs

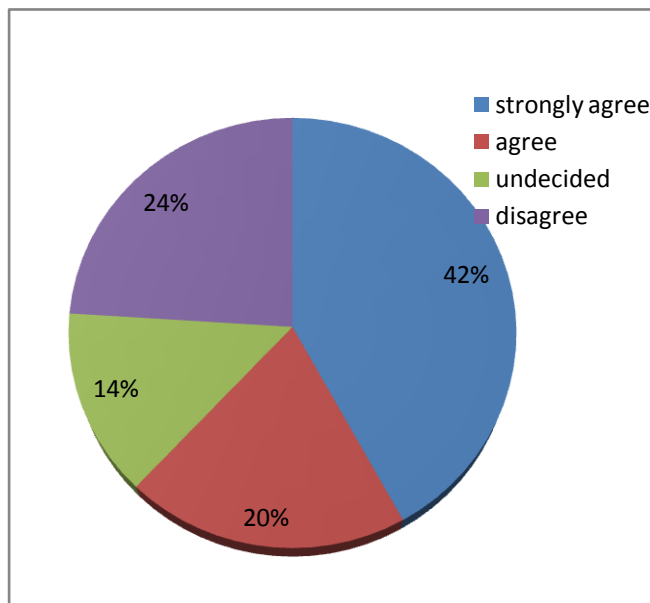


Source: Authors Calculation

The above figure 2shows that the majority of the respondents 70 percent agreed that NTL lacks human resource professionals, while 20 percent of the total respondents did not decide this question,

where 10 percent of the total respondents disagreed that NTL lacks human resource professionals to conduct training program for the staff of NTL.

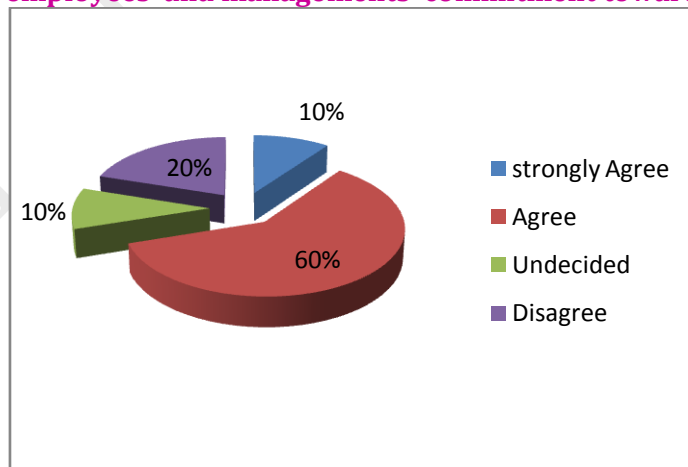
Figure 3: NTL faced difficulties in training needs assessment



Source: Authors Calculation

This figure 3 shows that the majority of the respondents 62 percentage of the total respondents agreed that NTL faced difficulties to assess the training needs, while 24 percentage of the total respondents disagreed, where 14 percentage of the total respondents did not decide. This implies that training needs are not properly conducted in NTL, and as a result. NTL has spent a lot of time and money in training. But these training programs may not be effective because there may be wrong training program contents or trainees may be sent to the training without having basic skills about the subject matter.

Figure 4: Lack of employees' and managements' commitment towards training in NTL

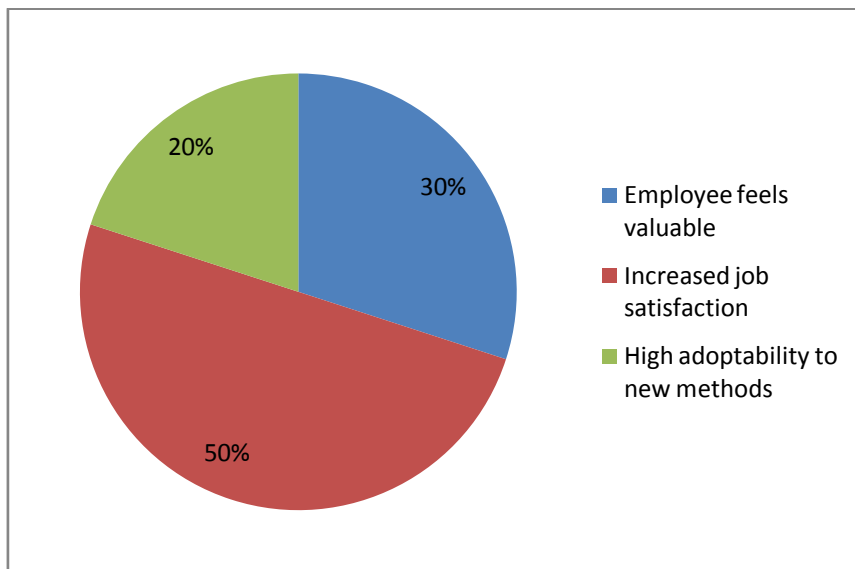


Source: Authors Calculation

The above figure 4 shows that 70 percent of the total respondents generally agreed that there is lack of employees' and managements' commitment towards training in NTL, while 20 percent of the respondents disagreed, where 10 percent of the respondents did not decide. This implies that the

effectiveness of training in NTL is hindered by the lack of employees' and managements' commitment towards training. The study revealed that the employees lack commitment towards learning and training specially the commitment to participate training programs.

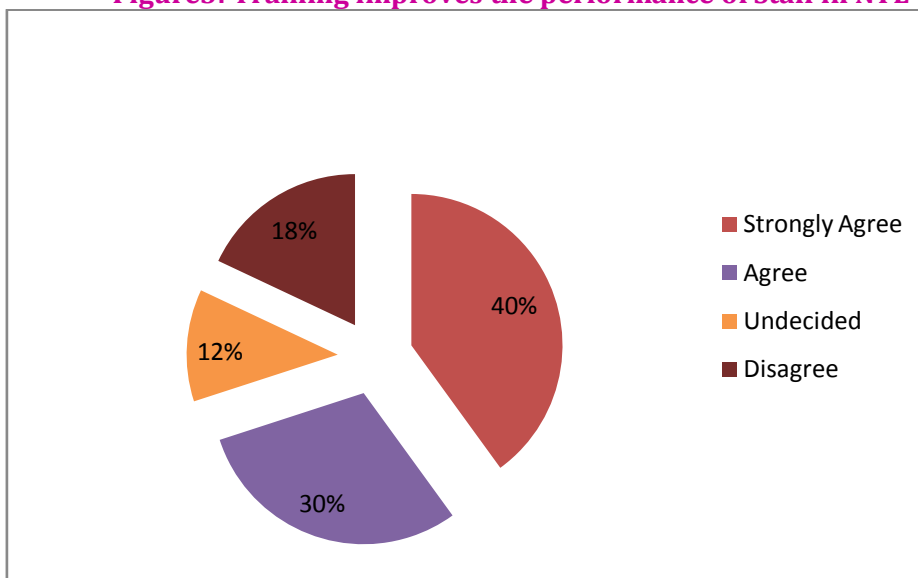
Figure 5: Employees' get benefits from training programs in NTL.



Source: Authors Calculation

According to the above figure 5, results show that 30 percent of the respondents replied that employee's feels valuable because of the training. While 50 percentof the respondents stated that training increased job satisfaction of the employees, finally 20 percent of the respondents revealed that employee get from training high adoptability to new methods of job handling. This implies that training creates positive attitude in the employees to perform better since they feel that the organization recognizes and values their contribution towards achieving organization's goals and also are more likely to be satisfied by their job. Employees get high adaptability to the new methods and equipment from the training which makes them more productive which in turn increases the overall performance of the company.

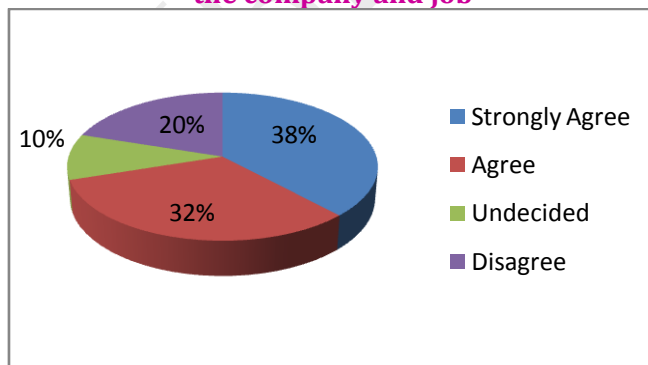
Figure5: Training improves the performance of Staff in NTL



Source: Authors Calculation

According to the above figure 5, results show that 40 percent of the respondents strongly agreed that training increases the performance of the staff in NTL. On the other hand, 18 percent of the respondents disagreed that training increases the performance of the staff in NTL, where 30percent of the respondents agreed training increase the performance of employees. Finally, 12 percentage of the respondents were not decided whether training increases the performance or not in NTL.

Figure 6: Training provides an excellent opportunity for staff to learn comprehensively about the company and job



Source: Authors Calculation

According to the above figure 6, results show that 38 percent of the respondents strongly agreed that training provides an excellent opportunity for staff to learn comprehensively about the company and job. On the other hand, 20 percent disagreed that training provides an excellent opportunity for staff to learn comprehensively about the company and job, while 32 percent of the respondents agreed that training provides an excellent opportunity for staff to learn comprehensively about the company and job. Finally, 10 percent were not decided whether training provides an excellent opportunity for staff to learn comprehensively about the company and job or not. According to the findings of this figure, researchers can say that training provides an excellent opportunity for staff to learn comprehensively about the company and job based on the respondent of the majority of the population which is 70 percentof the total sample have agreed that training provides an excellent opportunity for staff to learn comprehensively about the company and job.

POLICY RECOMMENDATIONS

In light of the findings and analyses, the following recommendations have offered to the authority of NationLink Telecom Inc, Somalia to provide quality training to the staff:

- i) The management of NTL should encourage its employees to improve their skills, knowledge, decision making skills, attitudes and social behavior by using both on- the- job training and off -the -job training methods.
- ii) The authority of NTL should emphasize off –the- job training methods because the employees may acquire formal knowledge and skills about the job they are supposed to do.
- iii) The HRD of NTL should hire human resource professionals who can manage human resource functions such as training and development effectively.
- iv) The HRD of NTL should also assess the training needs properly to avoid mistakes in training such as using wrong training methods and contents, sending employees to the training when they do not have the basic skills on the subject matter, and also encourage employees to participate training activities by promoting them when they participate training effectively.
- v) The management of the company should offer proper training programs to the appropriate employees of the company to ensure that the positive effects of the training program on the staff performance is achieved.
- vi) The HRD of NTL should use training to retain the employees because employees feel valuable and get job satisfaction from training which increases their productivity and that will increase the overall performance of the employee in general.

LIMITATIONS OF THE STUDY

The key limitations of the study are as follows:

- i) Lack of reliable information about what the organizations because there are no written documents and everything exist is ideally.
- ii) Some books and journals needed to be purchased on-line; this was barrier to get access to required information.
- iii) Another limitation was how truthful were the respondents, because the respondents may give false or exaggerated information.
- iv) Lack of confidence of some respondents to research at all.

CONCLUSIONS

The study focused on the relationship between training and employee performance of NTL Inc., Somalia. Basing on the findings the following conclusions were made: Basically, there are two main training methods used in NTL, which are on -the -job training and off -the -job training. The most widely used method of training (formal and informal) in NTL is on-the-job training. On –job- training is less costly than off -job –training, because it uses normal equipment in normal surrounding, learning will take place in the equipment which will be actually used when the trainee is proficient. The learning methods used on- the -job training in NTL includes: Job rotation method, mentoring method, inductions & orientation, and coaching. The learning methods used off –the- job training in NTL includes longer education-based courses, conference, seminars, workshops and lecturing method. NTL lacks human resource professional who are considered to be important in organizations because of their knowledge, skills, experience and competence to manage human resource functions such as employee training & development and the shortage of human resource professionals is viewed as hindering the effectiveness of the training & development function in NTL. Also training needs are not assessed properly and as a result the training program might have wrong contents or methods, trainees may be sent to training programs which they do not have the basic skills and confidence to learn and lastly a lot of money may be spent on training that are unnecessary. Finally, employees lack commitment towards learning and training specially the commitment to participate training activities. Training creates positive attitude in the employees to perform better since they feel that the organization recognizes and values their contribution towards achieving organization's goals and also are more likely to be satisfied by their job.

Employees get high adaptability to the new methods and equipment from the training which makes them more productive which in turn increases the overall performance of the company. When employees are trained they become more flexible, the productivity and quality of work improves, the job satisfactions increases. Training increases staff retention which is a significant in cost and time saving, because the loss of one competent person can cause the organization to pay a lot of resources like money and time to hire and train another staff.

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