



# INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



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ISSN: 2222-6990

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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i14/18334> DOI:10.6007/IJARBSS/v13-i14/18334

Received: 12 June 2023, Revised: 15 July 2023, Accepted: 29 July 2023

Published Online: 16 August 2023

In-Text Citation: (Mohamud et al., 2023)

To Cite this Article: Mohamud, Y. A., Ma'rof, A. A., & Mohamed, A. M. (2023). The Importance of Training and Development on Employee Performance in Somalia Telecom Companies. *International Journal of Academic Research in Business and Social Sciences*, 13(14), 97–109.

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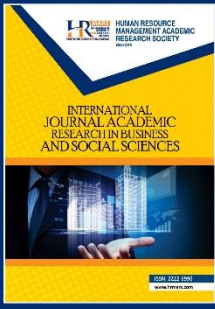
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Special Issue: Youth and Community Development, 2023, Pg. 97 - 109

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## The Importance of Training and Development on Employee Performance in Somalia Telecom Companies

Yasmin Abdullahi Mohamud<sup>1</sup>, Aini Azeqa Ma'rof<sup>2,3</sup>, Abdullahi  
Mohamud Mohamed<sup>4</sup>

<sup>1</sup>Odoros Environmental Research Center, Tre piano, Makkah Almukarramah Road, Mogadishu, SOMALIA, <sup>2</sup>Institute for Social Science Studies, Universiti Putra Malaysia, 43400 Serdang, Selangor, MALAYSIA, <sup>3</sup>Faculty of Human Ecology, Universiti Putra Malaysia, 43400 Serdang, Selangor, MALAYSIA, <sup>4</sup>Faculty Business administration, University of Somalia, Mogadishu, Somalia  
Email: azeqa@upm.edu.my

### Abstract

The significance of training and development in human resource management is paramount for achieving optimal employee performance. However, many telecom companies have failed to recognize this importance, resulting in subpar employee performance. The objective of this study was to evaluate the influence of training and development on employee performance within telco companies in Somalia. Primary data was collected through the use of questionnaire guides distributed among various telecommunication companies operating in Mogadishu, Somalia. The survey encompassed three employee groups, including managers, supervisors, and other staff, with a total of 285 questionnaires distributed. The findings of the study revealed a positive impact of employee training on staff performance, which was corroborated by a high number of respondents who expressed agreement on this matter. Additionally, the study identified a strong correlation between staff performance and training. Both employees and management acknowledged the significant impact of employee training on the performance of telecommunication companies in Mogadishu, Somalia.

**Keywords:** Training and Development, Employee Performance, Telecom Companies, Somalia.

### Introduction

In today's fiercely competitive business environment, organizations face significant challenges in establishing and maintaining their position in the industry. While organizations previously focused primarily on maximizing sales and minimizing costs, the value of intellectual assets, particularly the quality of employees, has become a determining factor. Variances in employee performance can exist across different levels within an organization (Halawi & Haydar, 2018).

In the telecom industry, training and development serve as an ongoing process that enables employees to acquire the necessary knowledge and skills for effective performance within

the organization (Halawi & Haydar, 2018). Organizations that foster a culture valuing training and prioritize employee development tend to have more motivated employees (Ahmad and Manzoor, 2017). Effective training programs in the telecom industry not only enhance employee performance but also increase job satisfaction and commitment, leading to a competitive advantage for the company. Training and development programs are crucial in enhancing employees' existing knowledge, improving essential skills, and preparing them for future responsibilities, ultimately aiding the organization in achieving its goals (Odembo, 2019).

The telecommunications industry in Somalia has experienced rapid growth, contributing to economic development and social progress by creating job opportunities within the sector. This industry has greatly improved communication efficiency, making it an essential service for the general population. It has also increased awareness and knowledge among employees, workers, and citizens, resulting in enhanced convenience and comfort. With over 2,790 direct and indirect jobs, the industry plays a significant role in the country (Karie, 2017).

The primary objective of training and development programs is to equip employees with the necessary skills and knowledge to perform effectively in their current roles while preparing them for future challenges. These programs also enhance employee awareness of new technologies and their effective utilization (Taufek, 2018). Given the intense competition in the telecommunications industry, both locally and internationally, companies must ensure that their staff are well-trained and developed to meet the demands of providing high-quality services and effectively utilizing new technologies. This includes providing training in advanced technologies. Additionally, managers must demonstrate genuine care for their employees to foster a positive work environment that can lead to increased employee performance and provide the organization with a competitive edge. Thus, it is important to determine in detailed the relationship between the training the employee received on their job performance. As for that, this study was conducted to answer research questions as follows:

1. What is the level of employee performance in Somalia telco companies?
2. What is the relationship between training and development and employee performance in Somalia telco companies?

### **Employee Performance**

Okechukwu (2017) defines employee performance as the measurable outcomes achieved in relation to specific job functions within a defined timeframe. By evaluating performance in this manner, the focus is on the attainment of desired outcomes, and it can be measured using various metrics that capture an employee's performance pattern over time. Meanwhile, according to Karim (2019), performance serves as the link between inputs and outputs, or between outcomes/profits and efforts/sacrifices. If it focuses on the relationship between a specific input and the resulting outcome, it is referred to as "partial productivity." For example, labor performance is measured by the amount of output per unit of workforce or the number of hours per unit of product. Additionally, "performance" can be seen as how effectively an organization utilizes its available resources to enhance overall effectiveness and achieve desired outcomes (Turay et al., 2019). The initial step in improving employee performance is to conduct a skill gap analysis to identify areas where the company lacks necessary skills. Subsequently, training interventions are implemented to address the identified skill gaps (Hassan et al., 2020).

Alnawfleh (2020) emphasizes the significance of employees as a crucial but costly resource. To ensure economic growth and effective performance, it is essential to maximize employees' contributions towards the organization's goals and objectives. Employees are both valuable and challenging assets within a firm, and simply engaging and utilizing them is insufficient. It is crucial that they perform their duties effectively, which can be achieved through training and development. Managers worldwide believe that training and development initiatives enhance employee performance and organizational productivity. In other words, training and development ensure that employees possess the necessary knowledge and skills to carry out their tasks efficiently (Mamy et al., 2020). Performance, as defined by Alnawfleh (2020), refers to the level or quality of output obtained from a given input. Inputs are typically measured in terms of material or equipment expenses, labor time, or production costs. Outputs may include sales, profits, and market share. Numerous organizations have demonstrated that an employee's training, skills, capabilities, attitudes, motivation, and actions influence their performance.

### ***Training and Development***

Training involves a program that combines nutrition and exercise to enhance the effective, cognitive, and psychomotor skills of employees, thereby providing organizations with a valuable means of enhancing their performance (Wadhwa & Kumar, 2019). The concept of training is defined as the process through which individuals acquire the necessary knowledge, abilities, experience, and attitudes to perform their jobs more effectively and contribute to the achievement of organizational goals (Karam, 2019). Development, on the other hand, is an ongoing process that enables individuals to transition from their existing understanding and capabilities to a future state that requires higher-level skills, knowledge, and competence. It involves educational activities that prepare individuals for greater or expanded responsibilities (Maduningtias, 2020). Furthermore, development encompasses activities that involve the adoption of new information or skills with the aim of expanding communication capabilities, thereby enhancing skills through developmental courses (Mohd et al., 2020).

### ***Methods of Training***

There are various methods available for training organizational staff. The advancement of technology, encompassing both "hard" applications like computing technology and "soft" applications like instructional design, has expanded the range of training methods (Alnawfleh, 2020). Broadly speaking, training methods can be categorized as either on-the-job or off-the-job. On-the-job training involves learning a job by actually performing it (Purwanto & Prasetya, 2021). However, the definition provided by Hassan et al (2020) that on-the-job training involves acquiring skills in the work environment by utilizing the tools and materials during training does not fully capture the nature of this training method. Abba (2018) defines on-the-job training as a process where job knowledge is imparted by working alongside an experienced worker. The trainer or experienced worker provides instruction and guidance to the trainee on specific procedures and approaches for carrying out the job. In some cases, the trainee learns by observing the master in action. The trainee is simultaneously learning and working, although the output of the learner may be limited.

### ***On the Job Training and Employee Performance***

The main goals of on-the-job training include acquiring and enhancing knowledge, skills, and attitudes related to work tasks. It is a highly impactful motivator that can yield both short-

term and long-term benefits for individuals and organizations. Training offers several advantages, as outlined by (Sree, 2019). Firstly, employees who receive training exhibit increased confidence and motivation. Training helps to reduce production costs by enabling individuals to use materials and equipment more efficiently, minimizing waste. It also contributes to lower labor turnover and absenteeism by fostering a sense of job security. Furthermore, training facilitates organizational change by enhancing employees' understanding and active involvement in the change process, equipping them with the skills to handle diverse situations. It also provides recognition, increased responsibility, and opportunities for salary progression and promotion. Training plays a crucial role in improving the quality and availability of staff. Additionally, mentoring, where experienced workers guide and support less experienced ones, is recognized as a valuable approach for fostering responsibility and building connections (Abdullahi et al., 2018). Typically, new graduates are assigned mentors who may be their immediate supervisors or senior managers. However, this does not imply that older employees cannot benefit from such training and development; it primarily focuses on the newest members of the company.

### ***Off the Job Training and Employee Performance***

According to Younas et al (2018), employees are able to focus more effectively during training sessions conducted outside of their workplace since there is a lower chance of interruptions from work-related tasks. Off-the-job training, as highlighted by Esthi and Savhira (2020), allows employees to fully engage in the training program without being distracted by external factors. The training venue is designed in a way that promotes complete concentration, and any necessary tools or equipment are readily accessible to facilitate the training process. Ameen and Baharom (2019) note that off-the-job training is often well-planned, with a structured agenda that optimizes the learning period and provides a systematic learning experience. Moreover, as argued by Mohd et al (2020), off-the-job training is particularly valuable for developing specialized or technical skills. Sabban and Masyadi (2020) further emphasize that off-the-job training is typically conducted by subject-matter experts in a controlled environment, where techniques such as lecturing, modelling, and role-playing encourage practical learning among employees.

However, Karam (2019) raises a different viewpoint, stating that off-the-job training may result in additional workload upon completion, as it requires time away from actual work duties. Indirectly, this may impact the quality of work, as individuals may rush to complete tasks as quickly as possible.

### ***Job Rotation and Employee Performance***

The significance of job rotation in the global economy cannot be overstated. It is utilized by stakeholders in businesses to broaden the experience of employees, managers, and executives (Boadu et al., 2018). Job rotation is implemented to ensure that companies have a readily available workforce and a pool of skilled personnel on standby (Rodriguez and Walters, 2017). It enhances employees' skills and their understanding of different tasks, thereby improving team performance and creating opportunities for career advancement among those who successfully complete job rotation programs (Guterresa et al., 2020). Hence, it can be argued that both human resources and business owners stand to benefit from job rotation. Research conducted by organizational scholars indicates that job rotation is a significant factor influencing performance and contributions in the workplace. By

diversifying job responsibilities, it reduces monotony and fatigue while increasing employee motivation and commitment. This is particularly recommended for innovative companies seeking to expand their workforce to meet the evolving needs of a dynamic and productive workplace (Mira & Odeh, 2019).

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

Previous research has consistently demonstrated a strong positive relationship between human resource management practices and organizational performance (Karyono et al., 2020). Training and development programs, identified as crucial strategies within human resource management, have a beneficial impact on the knowledge, skills, and capabilities of employees, leading to enhanced job performance and ultimately contributing to superior organizational performance (Haryono et al., 2020). Khan et al (2018) also found a positive association between training and employee performance, suggesting that optimal utilization of human resources is essential for achieving higher returns, and addressing the job-related needs of employees through timely training is crucial for organizational success. Recognizing and addressing employee skill gaps through training is the key to enabling employees to perform well and achieve organizational objectives. In the Pakistani telecom industry, research conducted by Shafiq and Hamza (2017) found that training programs accounted for 50.1% of the variance in employee performance.

Hussein and Badawy (2021) highlight that learning through training significantly influences organizational performance by enhancing employee performance, making it a critical factor in achieving corporate objectives. Abdullahi et al. (2018) also suggest that establishing training programs as a means to address performance issues, such as closing the gap between expected and actual performance, is an effective approach for improving employee performance.

## **Method**

### ***Sample***

The questionnaire was administered to employees of Hormuud Telecom and Somtel Telecom in the capital city of Somalia which involved 285 respondents.

## **Data Collection**

### ***Measures***

The researchers adapted questionnaire items from Amoah-mensah (2016) on training and development and job performance to suit the specific context of Somalia. The purpose of the questionnaire was to gather data from employees in the telecom industry in Somalia. Based on the study's objectives, a questionnaire was developed and administered to employees of Hormuud Telecom and Somtel Telecom in the capital city of Somalia. The respondents were asked to rate their responses on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The reliability of the questionnaire items related to training and development was measured to be  $\alpha = .79$ , while the reliability for job performance items was  $\alpha = .81$ .

## **Results and Discussion**

According to the findings presented in Table 1, the level of employee performance at Hormuud Telcom and Somtel Telcom is high, indicated by a total mean score of ( $M = 3.83$ ,  $SD = 1.335$ ). The standard deviations for various aspects, such as commitment to work, reporting

progress, problem-solving, meeting deadlines, competency and productivity, knowledge sharing, feedback provision, employee relationships, team spirit, integrity, professionalism, dependability, communication skills, active listening, planning and organization, and self-development, were relatively high. This suggests that training and development are highly valued by employees in both Hormuud Telcom and Somtel Telcom in Somalia.

Furthermore, employees in the telecom industry, both at Hormuud and Somtel, reported that they possess job knowledge, adhere to work ethics, understand processes, and demonstrate good judgment. The majority of employees also agreed that they are punctual, able to effectively manage their time, share knowledge with the team, exhibit consistency and dependability in their performance, and appropriately delegate responsibilities. They strongly agreed that they embody integrity, adaptability, openness, and provide reliable information. They were considered trustworthy with sensitive information, willing to take courageous actions, foster positive relationships within the organization, exhibit self-control and empathy when working with colleagues, and complete assigned work within the given timelines.

However, it is important to note that there were variations in performance across different aspects. The present study found no consensus on factors such as initiative and originality, receptivity to feedback and criticism, motivation and inspiration of others, and conflict resolution, as indicated by the standard deviations being greater than 1. Similar variations in employee performance across different dimensions have been observed in other studies conducted globally. For instance, Smith et al (2020) examined employee performance in the telecom sector across various countries and identified differences in commitment levels, communication skills, and problem-solving abilities among employees. These findings align with the present study, highlighting the diverse levels of performance observed in the surveyed telecom companies.

In conclusion, it can be inferred that employee performance in the telecom industry exhibits both similarities and differences worldwide. While certain aspects demonstrate high performance levels, discrepancies can be observed in other areas. The results of this study, along with previous research conducted globally, underscore the importance of understanding these variations and tailoring strategies to enhance employee performance based on the specific needs and challenges within each telecom company and region.

Table 1

*Descriptive Analysis of the level of employee performance*

No	Item	N	Mean	Std. Deviation	Level
1	I am dependable and I deliver results both when working alone and, in a group.	285	3.32	1.256	Moderate
2	I report progress and highlight any issues/challenges or changes to plan in a timely manner	285	3.60	1.354	Moderate
3	I am effective at identifying problems, breaking them down, and proposing solutions	285	3.66	1.318	Moderate
4	I deliver on work assigned within stipulated timelines	285	3.69	1.263	High

5	I understand work processes and produces quality work as expected	285	3.76	1.275	High
6	I initiate workable ideas, techniques, and solutions as well as demonstrate self-motivation	285	3.74	1.299	High
7	I share knowledge/expertise & experience to help the wider team	285	3.76	1.315	High
8	I give feedback that helps others to improve	285	3.82	1.308	High
9	I am open to receive constructive feedback	285	3.72	1.366	High
10	I build good relationships across the company, demonstrate self-control & patience when working with colleagues	285	3.70	1.356	High
11	I provide support and input for achievement of goals as well as contribute in meetings	285	3.76	1.316	High
12	I demonstrate knowledge of the job; upholds work ethics; understand processes and I am able to make good judgment	285	3.78	1.334	High
13	I demonstrate honesty, openness, and provides accurate information; can be trusted with sensitive information; willingness to take a courageous stand	285	3.75	1.352	High
14	I am good at listener	285	3.74	1.346	High
15	I am able to handle disagreements/conflicts between individuals or teams in a responsible and professional manner	285	3.69	1.392	High
16	I communicate views, ideas and questions clearly and concisely, both verbally and in writing	285	3.70	1.384	High
17	I motivate, mentor and inspire others I motivate, mentor and inspire others	285	3.75	1.357	High
18	I identify and demonstrate areas of self-development, with visible improvement	285	3.83	1.335	High



Meanwhile, according to the findings presented in Table 2, there was a significant positive correlation between employee performance and training and development ( $r = .733$ ,  $p < .001$ ). This result aligns with the research conducted by Ateya and Lynah (2018), who also found that training and development significantly impact employees' job performance. It is consistent with Sasidaran's (2018) study, which demonstrated that mentoring provides employees with several advantages, such as improving their skills and capabilities to fulfil their work responsibilities. Likewise, Janna et al (2021) recommended that training and mentoring programs equip employees with essential skills, guiding them through supervisors or experienced colleagues, ultimately resulting in enhanced performance over time.

Telecom companies employ training and development as a cost-effective alternative to structured training, which requires additional time for practical application of newly acquired skills. Through engaging in training and development, employees become proficient in various tasks within the company, enabling them to take on greater responsibilities. Consequently, there is no need for hiring new personnel, leading to cost savings for the company (Saputri et al., 2020).

Table 2

*Correlation between training and development and employee performance*

Variable	Employee performance	
	$r$	$p$
Training and Development	.733	.000

### **Significance of Training and Development on Employee Performance and Future Directions**

The primary objective of this study was to examine how employee training influences organizational performance in Mogadishu, Somalia. The findings highlighted the necessity for further research on the impact of employee training on motivation among employees in the same location. By investigating the relationship between training and employee motivation, this study aimed to uncover the factors that drive employee performance within the workplace. Additionally, it is crucial to replicate similar investigations in other public organizations to assess the consistency of these findings. This would provide a comprehensive understanding of how employee training affects organizational performance across the public sector in Mogadishu, Somalia.

To enhance employee training in the public sector, future research should employ various research methodologies, including the use of secondary data and conducting focus group discussions. These approaches would yield detailed information that can inform policies and practices. It is essential to involve participants in these discussions to gain their perspectives and insights into the effectiveness of training programs. This collaborative approach enables researchers to identify areas where training programs can be improved to better cater to employees' needs and enhance overall organizational performance.

## Conclusion

Training and development play vital roles in human resource management. It is crucial for organizations to recruit competent and skilled individuals to enhance performance, as possessing the necessary knowledge and skills enables individuals to excel in their roles. By offering training and development opportunities, employees are given the chance to progress in their careers and advance within the organization. Consequently, the overall efficiency of the organization is heightened. Conversely, untrained and unskilled employees are less valuable to the company compared to those who have received training and acquired skills. This research was conducted with the aim of establishing a correlation between employees' performance and product, as well as the relationship between training and development.

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