

**HUMAN RESOURCE DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE:  
A CASE OF SOMTEL TELECOMMUNICATION COMPANY,  
PUNTLAND, SOMALIA**

**BY**

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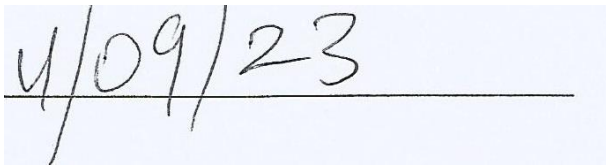
## **DECLARATION**

This Thesis is my original work and has never been presented for a degree or any other academic award in any university or institution of learning”.

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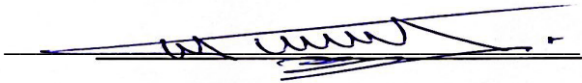
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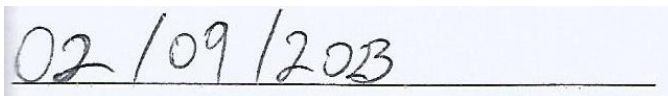
“I confirm that the work presented in this report is carried out by the - under my supervision”.

**DR. WANDIBA AUGUSTINE**

**Supervision**

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## **DEDICATION**

I dedicate this work to the almighty Allah for His directions and immense support. I as well dedicate the work to my parents, beloved sisters and brothers' colleagues and the entire family at large.

## **ACKNOWLEDGEMENTS**

I acknowledge the grace Allah has given me to carry out this research. I thank my Supervisor. Again I am extremely grateful to the Chief Executive and staff of Somtel Telecommunication Company, Puntland, Somalia for their willingness to help even at short notices and the invaluable assistance they gave me in the data collection process.

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## **LIST OF ABBREVIATIONS**

DV	Dependent Variable
EP	Employee promotion
HR	Human Resource
HRD	Human Resource Development
IV	Independent Variable
JR	Job rotation
JT	Job Training
OCB	Organization Citizenship Behaviour
OP	Organizational Performance

## **ABSTRACT**

The study sought to investigate the impact of Human Resource Development and Organizational Performance at Somtel Telecommunication Company, Puntland, Somalia. The research was based on three objectives: to determine the effect of employee promotion on organization performance, to identify the effect of Employee job training on organization performance, and to examine effect of job rotation on organization performance. The research design for this study was survey research design. This study used a study population of 200 employees. However for the purpose of this research study, sample selection was a total of 133 subject to Solven's formula to determine the minimum sample size. The study attained information from the field based on questionnaires. However the findings of the study indicated the following; promotion significantly affects employee performance in Somtel Company with ( $r\text{-squared}=0.088$ , &  $\text{Sig}=0.000$ ), the findings also indicated that Employee job training has a significant effect on employee performance in Somtel Company, this also implied that effective employee job training improves the level of employee performance in Somtel Company ( $r\text{-squared}=0.102$ , &  $\text{Sig}=0.000$ ), still the findings indicated that job rotation accounted for 56.2% effect on employee performance in Somtel Company. From the study findings the research concluded that job promotions if improved can generate the performance of Somtel Telecommunication Company, the study conclude further that promotions are an inducement to the generation of performance for Somtel Company. The study also concludes that training in jobs can generate coherence in the performance, training upgrades and updates the employees with the system functionality significant in enabling the performance of the company. The study also concluded that job rotation is a significant attempt to the inducement of the employees to perform in the organization. Job rotation mechanisms developed and designed signify the values provided to the generation of competencies in different field which salvages the employees towards the performance enhancements. From the study findings and conclusion made the researcher recommended that the management need to have promotions based on the employee performance in order to attain the value for the organizations and improve the funding effective role. The management of the organizations need to establish a procedure for promotions in order to attain the value and reduce the challenges in the promotions of the employees. There is need for avenues of communication significant in enabling the performance of the employees to different tasks which enhances the employee's performance. The management should ensure to maintain job training is stimulated to generate organizational performance. There is need for the development of policy implementations for training needed in enhancing the management of the employees. The management should ensure to maintain job rotation in order to improve organizational performance.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter focuses on the background of the study, statement of the problem, objectives, research questions, hypothesis, and significance of study, scope of study and operational definitions of key terms.

#### **1.1 Background to the study**

The background was presented in four perspectives which include historical, theoretical, conceptual and contextual perspectives;

##### **1.1.1 Historical Perspective**

Historically, human resource development has been a major concern for Multinational telecommunication service corporations started in 16th and 17th Centuries. On the African continent, human resource development has captivated the imagination of executives, private and public sector leaders as a way of improving service delivery. Human resource development concepts by Leonard Nadler in 1969 in a conference in US “He defined HRD as those learning experience which are organized, for a specific time, and designed to bring about the possibility of behavioural change. In these times of intense global competition and rivalry, the human resource considered as one of the most important factors used to enter or even manage to dominate the market (Byrne, 2015). This kind of resource plays a crucial role to maintain the organizations’ sustainability, credibility as well as creation of public trust.

Human resource development is done through training and career development. Training is the systematic modification of behaviour through learning which occurs as a result of education; illustration, development and planned experience (Griffith, 2014). Human resources development is a growing and thriving field, and HR departments are a crucial component of any successful organization. Human resources professionals manage the personnel who are employed by an organization, ensuring compliance with applicable employment and labour laws, evaluating applicants for available job positions, assessing staff performance, and fielding employee concerns (Opio, 2021).

The four basic functions of human resources generally include. Acquisition of Human Resource, development of Human Resource, Motivation of Human Resource and Maintenance of Human Resources to define engagement in clear terms to avoid interpretation by subsequent users giving to the construct different meanings (Tead & Metcalf, 2016). Begumisa, (2020) studied staff loyalty and customer retention in selected banks, Nakato (2015) studied employee job satisfaction and OCB (Organization Citizenship Behaviour) in multinational Telecommunication cooperation.

Human Resource Development is the integrated use of training and development, organizational development and career development to improve individual, group and organizational effectiveness. Chalofsky (2012) defined it as the study and practice of increasing the learning capacity of individuals, groups, collectives and organizations through the development and application of learning-based interventions for the purpose of optimizing human and organizational growth and effectiveness.

It involves all management decisions and practices that direct, affect or influence the human resource in an organization (Solkhe & Chaudhary, 2021). The three key activities involved in HRD include: training, education and development (Nadler & Nadler, 2019). Training is involved in learning with focus on the learner's present job. Training may be off-the-job (conducted outside the office) or on-the-job (conducted within the office environment). Education is involved in learning with focus on the learner's future job while development is learning that is not focused on the job.

However the major challenge of achieving the objectives of these HRD activities was increase human resource commitment and organizational performance in the Somtel Telecommunication Company, Puntland, Somalia.

Organizational performance is a systematic process for improving organizational performance by developing the performance of individuals and teams. The effects of human resource development on organizational performance have been extensively studied in the recent past with a positive relationship observed between 'human resource development and organization' performance (Rizov & Croucher, 2018).

However, one of the leading challenges in management has been the implementation of effective HRD strategies to enhance organizational performance (Bhatti & Qureshi, 2017).

### **1.1.2 Theoretical perspective**

The study based on Vroom expectancy motivation theory (2014); Viktor Vroom's expectancy theory is one such management theory focused on motivation. The theory states that in order to enhance the performance- outcome tie, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided are deserved and wanted by the recipients. In order to improve the effort performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort leads to better performance (Lawler, 2013).

The Expectancy Theory of Motivation is best described as a process theory. It provides an explanation of why individuals choose one behavioral option over others. "The basic idea behind the theory is that people was motivated because they believe that their decision was lead to their desired outcome" (Redmond, 2013). "Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes", this has a practical and positive benefit of improving motivation because it can, and has, helped leaders create motivational programs in the workplace. "This theory is built upon the idea that motivation comes from a person believing they was getting what they want in the form of performance or rewards. Although the theory is not all inclusive of individual motivation factors, it provides leaders with a foundation on which to build a better understanding of ways to motivate subordinates". Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations.

The theory assumes that the choices being made are to maximize pleasure and minimize pain, as also seen in the Law of Effect, one of the principles of reinforcement theory which states that people engage in behaviors that have pleasant outcomes and avoid behaviors that have unpleasant outcomes (Stecher & Rosse, 2014). He suggests that prior belief of the relationship between people's work and their goal as a simple correlation is incorrect. Individual factors



including skills, knowledge, experience, personality, and abilities can all have an impact on an employee's performance. Vroom theorized that the source of motivation in Expectancy Theory is a multiplicative function of valence, instrumentality and expectancy. He suggested that "people consciously chose a particular course of action, based upon perceptions, attitudes, and beliefs as a consequence of their desires to enhance pleasure and avoid pain" (Vroom, 2014).

The study also utilized the Organizational learning theory by Argyris (2017), the Organizational learning theory states that, in order to be competitive in a changing environment, organizations must change their goals and actions to reach those goals. An organization improves over time as it gains experience. From this experience, it is able to create knowledge. Organizational learning is an aspect of organizations and a subfield of organizational studies. Organizational learning is the process of creating, retaining, and transferring knowledge within an organization (Trust, 2013).

Knowledge creation, knowledge retention, and knowledge transfer can be seen as adaptive processes that are functions of experience. As an aspect of an organization, organizational learning is the process of creating, retaining, and transferring knowledge. Experience is the knowledge that contributes to the procedural understanding of a subject through involvement or exposure (Robbins, 2013).

### **1.1.3 Conceptual Perspective**

Armstrong (2013) defines human resource development as a process of nurturing skills and capability through training an individual after he/she is first hired and providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

Robinson et al., (2014) define employee performance as a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.

A Financial viability assessment evaluates the risk that, over the life of a proposed contract, a tenderer: may not be able to deliver the goods and services which are specified in the contract; or may not be able to fulfill guarantees or warranties provided for in the contract

Efficiency is concerned with achieving a given result with a minimum use of resources or alternatively achieving the maximum amount of output from a given level of input resources. Efficiency measures imply that there is a measure of determining the minimum resources necessary to produce a given effect or the maximum output that should be derived from a given level of resources. Performance is measured by efficiency; how efficient the enterprise is in use of resources in achieving its objectives. The indicators of performance are profitability ratios such as the net profit margin the decline in unit costs, sales to total assets, sales to working capital and the size of market share (Charlie, 2021).

Effectiveness is concerned with the attainment of objectives; an action is effective if it achieves intended results. With the measures of effectiveness the focus is on the extent to which objectives of the enterprise have been achieved (Bussiere & Fratzscher 2021). Employee performance is determined in terms of productivity of the worker that is to say the level of units produced by an employee in a given period of time when other factors are held constant. What one employee can produce considering the time and total quantity produced in the company (Dima, 2013). The employee performance is also determined basing on the efficiency, accuracy, transparency and effectiveness of the employee in his or her operations.

#### **1.1.4 Contextual Perspective**

In Somalia, like in most developing countries, Micro, Small and Medium Enterprises (MSME) constitute the part of the private sector with specific reference to their numbers and employment figures. Most of these enterprises are indigenously owned and family run, less than five years old and rarely grow beyond medium scale level due to lack of adequately motivated employees who would set their interests in line with that of the organisation (Warsame, 2020).

This has posed a problem to the overall performance of such organizations to the extent that some of them have actually run out of business for failing to keep up with the demands of clients and customers in terms of capacity. This has further prompted the closure of most of them for not completely adhering to the standards the most notable ones being Coca Cola manufacturing

plant, Somali Milk Processing firm which were closed down around the year 1991 (Abdullahi, 2020).

Many organisations have resorted to measures to increase employees' morale as it occurs to them that it has become imperative to address the issue rather than sit down and wait for the worst. Telecom that used to face almost the same problem has devised an approach to be offering opportunities for further studies and conducting seminars and training for the employees in order to grab the loyalty of these employees. This bid is expected to improve the performance of the organisation significantly but may not totally suffice the requirement for a more effective method of improving performance of the employees (Elmuti, 2013). It is with this notion in mind that the researcher embarks to carry out this study which is destined to analyse the effect of promotion policies in improving employee performance in organisations.

The study took place among employees of Somtel Telecommunication Company, Garowe Puntland, Somalia. It's a mobile communications and information technology services provider in Somalia. Somtel Company, Somalia, is a multinational Telecommunication corporations operating. The Somtel company has six branch offices in Garowe but headquarter is located in Hargeisa Somaliland but it works all Somalia. In es have 200 employees. The company also offers mobile funds transfer and banking services known as eDahab. Somtel Company employs both local and international employees from Africa, Asia and Europe among others. Somtel in Somalia has approximately 5001-10,000 permanent employees who work in all parts of the country. Being an international Telecommunication corporation, it emphasizes focus on Human resource development as a strategy of achieving competitive advantages in the telecommunication industry in Somalia, although there is still a challenge on employee's performance. Therefore the studies sought to establish the relationship between human resource development and organizational performance in Somtel Telecommunication Company, Puntland, Somalia.

## **1.2 Statement of the Problem**

Human resource development is considered very crucial for organization performance. Organizations can compete effectively when employees are considered for training, mentoring and job rotation as a way of developing them. Somtel Telecommunication Company can survive and compete effectively when it emphasizes human resource development in its strategic plan (Both, 2017). Adriana, (2021) confirmed that it is essential in enhancing the practice of employee performance in order to achieve organizational goals. Some employees in Somtel telecommunication Company in Puntland, Somalia are developed through regular training sessions, given mentorship orientation and counseling and guidance as evidenced in their constant on the job training, coaching of some employee and counseling and guidance as indicated in (Kulabako, 2016). Despite the emphasis Somtel has put in its human resource development, the organizational performance is in failure to produce quality work, failure to write report, constant absenteeism, late coming and failure to address customer concerns (Human Resource Report Somtel Somalia, 2018). The state of performance for the telecommunication company could be affiliated to the human resource development programs. Hence the need to conduct a study to investigate the effect of human resource development and organizational performance in Somtel telecommunication Company in Puntland, Somalia.

## **1.3 Research objectives**

### **1.3.1 General Objectives**

This study was investigating effect of Human Resource Development and Organizational Performance at Somtel Telecommunication Company in Puntland, Somalia.

### **1.3.2 Specific Objectives**

1. To determine the effect of employee promotion on organization performance at Somtel Telecommunication company in Puntland, Somalia.
2. To identify the effect of Employee job training on organization performance at Somtel Telecommunication company in Puntland, Somalia.
3. To examine effect of job rotation on organization performance at Somtel telecommunication company in Puntland, Somalia.

## **1.4 Research Questions**

1. What is the effect of employee promotion on organization performance at Somtel Telecommunication Company in Puntland, Somalia?
2. What are effects of Employee job training on organization performance at Somtel Telecommunication Company in Puntland, Somalia?
3. What is the effect of job rotation on organization performance at Somtel Telecommunication Company in Puntland, Somalia?

## **1.5 Research Hypothesis**

Ho1: There is no significant effect between employee promotions on organization performance at Somtel Telecommunication Company in Puntland, Somalia.

Ho2: There is no significant effect between employee job training on organizational performance at Somtel Telecommunication Company in Puntland, Somalia.

Ho3: There is no significant effect between job rotation on organizational performance at Somtel Telecommunication Company in Puntland, Somalia.

## **1.6 Scope of the study**

The study scope was look at in relation to geographical scope, Content scope, and time scope.

### **1.6.1 Geographical scope**

The study was conducted at the Somtel Telecommunication Company in Puntland Somalia. Puntland, officially the Puntland State of Somalia, is a Federal Member State in northeastern Somalia. The capital city is the city of Garoowe in the Nugal region, and its leaders declared the territory an autonomous state in 1998. Puntland is bordered by Somaliland to its west, the Gulf of Aden in the north, the Guardafui Channel in the northeast, the Indian Ocean in the southeast, the central Galmudug region in the south, and Ethiopia in the southwest. There are several major geographical apexes in Puntland, including the Cape Guardafui, which forms the tip of the Horn of Africa, Ras Hafun the easternmost place on the entire African continent, and the beginning of the Karkaar mountain range. It also has the northernmost major city in Somalia, Bosaso, located at a line of latitude higher than 11° north.

### **1.6.2 Content scope**

The study was focuses on human resource development and organizational performance in the Somtel telecommunication company. Human resource development was measured using employee promotion, job training and job rotation whereas organizational performance was measured in effectiveness, efficiency and financial viability.

### **1.6.3 Time scope**

The research study was covered a period between' March,2021 to 2022. The period is chose because it gives an insight on analyzing the state performance of the organization via the human resource development by organization.

## **1.7 Significance of the study**

It was anticipated that the findings of the study was given way for the authorities of the Somtel Telecommunication Company, Puntland, Somalia. To accept the variable that affects human resource development and their organization performance. Such an acceptance could be utilized to improve on the organizational performance.

The practitioners may use the findings in the industry as a guiding principle to adhere to best practices; and regulatory bodies and policy makers may make use of this research to come up with decisions, policies and standards that can help propel the industry to greater heights.

The study is expected to provide knowledge and measures to improve the human resource development of employees for better performance in private institution, specifically at Somtel Telecommunication company, Puntland, Somalia.

The study findings may lead to making logical generalizations and developing a body of knowledge in this area, the knowledge generated may be useful to other researchers as references to further research in related topics

The findings might enable Somtel Telecommunication to put emphases on human resource development strategies such as training, coaching, mentoring, counseling and guidance as way of achieving employee performance.

## **1.8 Operational Definitions of Key Terms**

**Human resource development (HRD)** is the integrated use of training and development, organizational development and career development to improve individual, group and organizational effectiveness.

**Organizational Performance (OP)** In general, the concept of organizational performance is a systematic process for improving organizational performance by developing the performance of individuals and teams.

**Employee promotion (EP)** is recognition for that person's contribution to his company.

**Job training (JT)** is any type of instruction to individual who is impoverished that enables him to acquire vocational skills so that he can become employable or able to seek higher grade of employment.

**Job rotation (JR)** refers to a lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities.

**Efficiency** is concerned with achieving a given result with a minimum use of resources or alternatively achieving the maximum amount of output from a given level of input resources.

**Effectiveness** is concerned with the attainment of objectives; an action is effective if it achieves intended results. With the measures of effectiveness the focus is on the extent to which objectives of the enterprise have been achieved (Bussiere & Fratzscher 2021).

**A Financial viability** is the ability of an entity to continue to achieve its operating objectives and fulfill its mission over the long term

## **CHAPER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents the concepts of human resource development and organizational performance, theoretical review, relationship between human resource development and employees' performance, conceptual framework and review of related literature.

#### **2.1 Theoretical Review**

##### **2.1.1 Expectancy Motivation Theory**

The study was guided by Vroom expectancy motivation theory (2014); Viktor Vroom's expectancy theory is one such management theory focused on motivation. The theory states that in order to enhance the performance- outcome tie, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided are deserved and wanted by the recipients. In order to improve the effort performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort leads to better performance (Lawler, 2013).

According to Holdford and Lovelace-Elmore (2021), Vroom asserts, "Intensity of work effort depends on the perception that an individual's effort results in a desired outcome". Organizations that are more committed to their workers typically make more investment as compared to similar organizations in progressive human resource practices like education, training and development and compensation package (Huselid, 2015).

The Expectancy Theory of Motivation is best described as a process theory. It provides an explanation of why individuals choose one behavioural option over others. "The basic idea behind the theory is that people were motivated because they believe that their decision leads to their desired outcome" (Redmond, 2013). "Expectancy theory 10 proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behaviour based on their calculation of anticipated outcomes", this has a practical and positive benefit of improving motivation because it can, and has, helped leaders create motivational programs in the workplace. "This theory is built upon the idea that



motivation comes from a person believing they got what they want in the form of performance or rewards. Although the theory is not “all inclusive” of individual motivation factors, it provides leaders with a foundation on which to build a better understanding of ways to motivate subordinates”.

Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations. The theory assumes that the choices being made are to maximize pleasure and minimize pain as also seen in the Law of Effect, “one of the principles of reinforcement theory which states that people engage in behaviours that have pleasant outcomes and avoid behaviours that have unpleasant outcomes (Stecher & Rosse, 2014). He suggests that prior belief of the relationship between people’s work and their goal as a simple correlation is incorrect. Individual factors including skills, knowledge, experience, personality, and abilities can all have an effect on an employee’s performance. Vroom theorized that the source of motivation in Expectancy Theory is a multiplicative function of valence, instrumentality and expectancy. He suggested that “people consciously chose a particular course of action, based upon perceptions, attitudes, and beliefs as a consequence of their desires to enhance pleasure and avoid pain” (Vroom, 2014).

According to this theory, expectancy can be described as the belief that higher or increased effort yields better performance. This can be explained by the thinking of “If I work harder, I will make something better”. Conditions that enhance expectancy include having the correct resources available, having the required skill set for the job at hand, and having the necessary support to get the job done correctly.

According to Lawler (2013), valence means “value’ and refers to beliefs about outcome desirability. There are individual differences in the level of value associated with any specific outcome. For instance, a bonus may not increase motivation for an employee who is motivated by formal recognition or by increased status such as promotion, valence can be thought of as the pressure or importance that a person puts on an expected outcome (Redmond, 2020). Expectancy motivation theory (2014) is relevant to this study since it indicates that in order to improve the effort performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort leads to better performance.

There is a large and growing body of literature that shows a positive linkage between human resource development and organizational performance. The emphasis on human resources in organizations reflects the view that market value depends less on tangible resources, but rather on intangible ones, particularly human resources (Stiles & Kulvisaechna, 2015). Recruiting and retaining the best employees, however, is only part of the human resources development framework.

Organizations also has to leverage the skills and capabilities of its employees by encouraging individuals learning and creating a supportive environment in which knowledge can be created, shared and applied to achieve corporate goals of the organization. Increasing employees' skills and abilities are expected to create future returns through increased productivity and business performance (Shih, et al., 2016). The processes of resourcing and development aimed at increasing employees skills have a direct effect on their attitude i.e. motivation, commitment and satisfaction (Wright et al., 2013).

Specifically, a large body of research considers motivation to be a key determinant of employee performance (Hardre, 2013). Employees' attitudes and behaviours generally depend on the HRD policies and procedures the organization is using. Certain HRD policies and procedures may convey a message to employees that it is in the organization's best interest that employees stay longer in the firm (Katou & Budhwar, 2017).

Raghuram (2014) argues that staffing and training lie at the heart of the processes aimed at developing the necessary skills for maintaining competitive advantage and organizational performance. Although it is true that the source of competitive advantage refers to the human resources themselves and not to the policies employed to attract, utilize and retain them, recruitment and selection may be considered to be a good starting point for building a pool of superior employee resources and capabilities. Individual and team training and development may be employed to add new skills to the existing employee resources and capabilities.

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Training is a learning activity provided by employers to employees, to help them perform, their current jobs more efficiently; Education focuses on learning designed to prepare an individual for a job different than the one currently held; and Development focuses on providing knowledge

or skills within a specified area, but is not necessarily job related. According to Armstrong (2015), the three levels of HRD analysis include: individual, organizational and social levels. The individual level of HRD analysis emphasizes on the human aspect of HRD and considers such concepts as self-efficacy, self-esteem, motivation to learn and motivation through expectation. The two main aspects of this level include: individual development and competence development. The organizational level of HRD analysis emphasizes on the resource aspect of HRD.

The models of HRD are divided two groups: HRD as a function and HRD as a field. The three models involved in considering HRD as a function include: rational models, natural models and human resource models based on the strategic reference points while the two models involved in considering HRD as a field include: open and close approach and I-A model. Rational models emphasizes on the coordination of organizational human resource system and organizational strategies. They are based on the liner relationship between business strategy and human resource strategy (Armstrong, 2015). Natural models believe that such factors as organizational strategy, technology, culture and marketing environment affects the human resource strategy of an organization (Erabi & Fayazy, 2018). HRD models based on the strategic reference point believe that human resource strategy is based on determinate goals or reference points that system's deciders have chosen (Bamberger & Meshoulam, 2015).

The open approach is based on the integration of business strategy and HRD. It asserts that for each special business strategy, there are choices and processes that are distinct and limited while the closed approach believe that without attention to business and it's strategies, there are human resource activities that are occasionally useful. The goals of such activities are improving processes as integration, quality and team work that results in better performance in a competitive environment (Louma, 2019). The I-A model considers HRD as a field of activity in an organization. It classifies human resource activity into four dimensions: identity, integration, achievement and adaptation.

### **2.1.2 Organizational Learning Theory**

The study was also based on organizational learning theory by Argyris (2017). Organizational learning theory states that, in order to be competitive in a changing environment, organizations must change their goals and actions to reach those goals. Organizational learning is the process of creating, retaining, and transferring knowledge within an organization. An organization improves over time as it gains experience. From this experience, it is able to create knowledge. This knowledge is broad, covering any topic that could better an organization. Organizational learning is an aspect of organizations and a subfield of organizational studies (Trust, 2013).

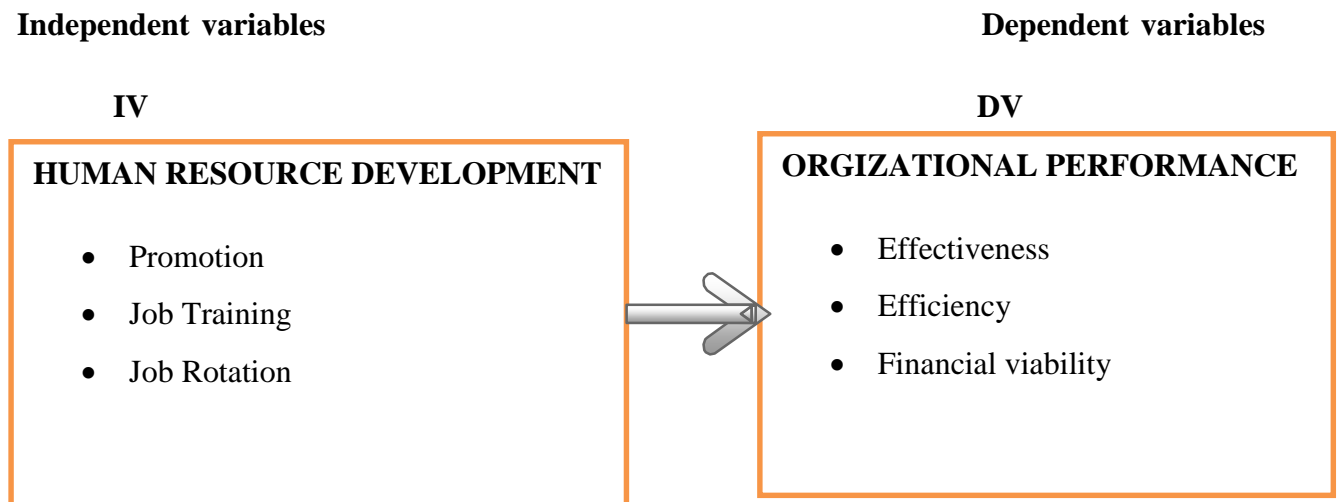
As an aspect of an organization, organizational learning is the process of creating, retaining, and transferring knowledge. Knowledge creation, knowledge retention, and knowledge transfer can be seen as adaptive processes that are functions of experience. Experience is the knowledge that contributes to the procedural understanding of a subject through involvement or exposure. Research within organizational learning specifically applies to the attributes and behavior of this knowledge and how it can produce changes in the cognition, routines, and behaviors of an organization and its individuals (Robbins, 2014).

Individuals are predominantly seen as the functional mechanisms for organizational learning by creating knowledge through experience. However, individuals' knowledge only facilitates learning within the organization as a whole if it is transferred. Individuals may withhold their knowledge or exit the organization. Knowledge that is embedded into the organization, in addition to its individuals, can be retained. Organizations can retain knowledge in other ways than just retaining individuals, including using knowledge repositories such as communication tools, processes, learning agendas, routines, networks, and transitive memory systems (Milkovich, 2012).

After reviewing the two theories related to human resource development and organisational performance, the researcher considered expectancy theory because it under pins the study variables although other theories are equally important to supplement the expectancy theory.

## 2.2 Conceptual Framework

**Figure2.1: Conceptual framework**



Source: Adapted from (Crandall, 2021) and modified by the researcher (2022) to include the elements of dependent variables and some elements of independent variables, as well as sub-elements of independent variables.

Still the conceptual framework shows the Independent variable as human resource development and Dependent variable as organizational performance. The Independent variable (human resource development) was conceptualized in terms of promotion, job training and job rotation, whereas the dependent (organizational performance) was measured in terms of efficiency, effectiveness, and financial viability.

The study of human resource development has been an important and critical area in management and organizational performance from last several years especially in the education sector, Impacts of HR development on organizational performance have been an important area of research in past 25 years indicating positive relationship between Human Resource Development and organizational performance . A number of researchers have discussed that HR developments are positively linked with organizational and organizational performance (Shahzad, et al., 2021). With a growing focus on the importance of ‘knowledge societies’ for equipping countries with a suitable workforce, issues around human resources within the education sector have come under greater scrutiny. The human resource element has two

important dimensions: education supplies human resources, but equally it is essential that those responsible for education receive high quality training and opportunities in order to fulfill their role (Barrett, et al., 2021).

## **2.3 Review of Related Literature**

This section presents the review of related literature following the study objectives;

Human resource development is done through training and career development. Training is the systematic modification of behavior through learning which occurs as a result of education; illustration, development and planned experience (Griffith, 2014). Human resources development is a growing and thriving field, and HR departments are a crucial component of any successful organization. Human resources professionals manage the personnel who are employed by an organization, ensuring compliance with applicable employment and labour laws, evaluating applicants for available job positions, assessing staff performance, and fielding employee concerns (Opio, 2021).

### **2.3.1 Effect of Promotion on Organizational Performance**

Is defined as the act of any employee being moved to a different positions in telecommunication companies Corporation that carries greater responsibility and is compensated at a higher level than the employee's present position (Grierson, 2018) Promotion is evidence of recognition of employee performance. Someone who promoted was considered to have a good performance on the job. Promotions are very important for the company, because the promotion means the stability of the company and employee morale was more assured.

Promotion can affect employee satisfaction; Kosteas (2017) said hopes to be promoted to have a strong role. Employees who are aware that they never be promoted will degrade its performance, until they think there were opportunities to be promoted in the future. Pergamit and Veum (2019) also say that by setting and increase the likelihood of promotion was increasingly affected employee satisfaction. In addition to other factors of job satisfaction, job satisfaction is determined by satisfaction with the promotion.

Compensation to be one of the main factors of personnel because compensation affected employee job satisfaction, such as the opinions expressed Mangkunagara (2019) which says that

the compensation given to employees is very influential on the level of job satisfaction, and performance. Thomas (2017) explains that the compensation must consider several aspects such compensation must be done in a balanced and fair, should be sufficient and accepted by the employees.

Provision of compensation is something that must be considered seriously because the financial rewards are among the factors that resulted in employee satisfaction (Kreitner & Kinicki (2016). Similarly, the morale is high, it created employees who excel where jobs can be resolved quickly, absenteeism can be reduced, the damage can be reduced and the possibility of transfer of employees to other companies can be minimized. Working morale and job satisfaction greatly affect the achievement of corporate goals. If a company's level of morale and productivity is low then the company had difficulty even many companies lose money if not promptly treated (Panudju in Sari, 2013). One way to overcome the problem of morale and job satisfaction in order to improve the productivity of employees is to provide promotion and compensation is appropriate and feasible.

It's recognition for that person's contribution to his company. Many workers claim that promotion is based on who you know and not what you know; that the impression one makes and playing the promotion 'game' can lead you to the top management. (Singh, Kumra, and Vinnicombe 2012) Thus, they feel that anyone wishing to advance in the employment world is required to invest great efforts into establishing interpersonal relationships with the right people rather than investing their efforts in improving their work performance for the benefit of the organization (Deondra, 2016).

Saud, et al., (2017) noted that job promotion practices play a key role in promoting affective staff commitment and overall performance. In Uganda, Musenze, et al., (2019) indicated that job promotion positively affects staff performance.

Noor and Silitonga (2018) conducted a study on the relationship between job promotion and the performance of Pt. Harapan Mulia Berkah Tangerang regency. The population of the study was 93 employees and data were analyzed using descriptive and inferential statistics. The results indicated that job promotion had a significant effect on organizational commitment and organizational performance. Rinny, et al., (2020) conducted a study on the relationship between

job promotion and employee performance of Mercubuana University. The study adopted a quantitative approach, used questionnaires, and the population was employees in the University. However, convenience sampling was used in the selection of the sample size. The study found that job promotion has a significant effect on job satisfaction and employee performance.

### **2.3.2 Effect of Job Training on Organizational Performance**

Employee training is a process that focuses on providing specific skills to employees that help them to improve their operations and to correct their deficiencies in their performance. On the other hand employee development focuses on providing the employees with the abilities the organization needed in the future (Mejia, et al., 2017). This argument is also supported by the study done by Venesh (2014) showing that Training and development is very vital in any company or organization that aims at progressing. He argues that Training and development equip the employees with decision making skills, thinking creatively and managing. There are two ways that's firm makes job training, on the job training refers to a form of training which is provided at the work place during the performance of the actual job and off job training when the employees are given training outside the actual work location, such a type of training is termed as off the job training.

Kenney (2013) noted that it is the part of Human Resource management that specifically deals with training and development of the employees. Human resource development includes training an individual after he/she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

Krietner (2020) argued that on the job training methods are those which are given, to the employees within the everyday working of a concern. It is a simple and cost-effective training method. The in-proficient as well as semi- proficient employees can be well trained by using such training method. The employees are trained in actual working scenario. The motto of such training is "learning by doing." Instances of such on-job training methods are job-rotation, coaching, job rotation, etc.

McGhee (2013) indicated that off the job training methods are those in which training is provided away from the actual working condition. It is generally used in case of new employees.



Instances of off the job training methods are workshops, seminars, conferences, etc. Such method is costly and is effective if and only if large number of employees have to be trained within a short time period. Off the job training is also called as vestibule training, i.e., the employees are trained in a separate area (may be a hall, entrance, reception area, etc. known as a vestibule) where the actual working conditions are duplicated. Examples are; vestibule training role playing, lectures.

Langdon (2014) argued that vestibule training is a type of instruction using a vestibule, a small area away from the actual worksite, consisting of training equipment exactly duplicating the materials and equipment used on the job (Cascio, 2020). The purpose of vestibule training is to reproduce an actual work setting and place it under the trainer's control to allow for immediate and constructive feedback. Training vestibules are useful because they allow trainees to practice while avoiding personal injury and damage to expensive equipment without affecting production. Training effectiveness is dependent on the fidelity level of the simulated equipment and the trainee's ability to behave as in his or her work setting (Goldstein, 2013).

According to Berman (2013), training and improvement are critical to developing and maintaining a strong capable workforce. Structured performance incorporates the institutions vision and mission into the overall evaluation of the employee. The training systems increase the fairness and transparency of the evaluation process and guide individuals and supervisors towards targeted improvement strategies. They also protect both the employee and the institution from potential bias and ensure that employees receive fair and accurate feedback. However these should be tailored to suit the necessary employee aspirations as noted by the department or organization at large something hardly existed in the above reviewed literature thus more investigations were needed in this arena, the staff training process offers employees the opportunity to receive structured, constructively framed feedback about their work and growth potential.

Luis (2021) considered on-job trainings as a training tool that asks the managers to asses a worker's on-job training .The rater asked to assess whether the employees exhibit certain on-job trainings like laziness, corporation and loyalty. Brandit (2014) described the force influencing and understanding human on-job trainings at work on job trainings with review of the forces that

affect employees regardless of the size of the organization which are Work group influence, organization culture, Worker on-job trainings, family influence, job influence and personal characteristics. Brandit also added that on-job training refers to performance assessment of people based on what they do 4instead of what they produce. It employs on-job observation scales as opposed to practices that focus on results only, such as management by objectives.

Ribon (2020) noted that it is difficult to identify the specifications that can be directly attributed to employee actions .This a particular true on person in staff position and individual whose work are assignment are intrinsically part of group effort .The group performance may be readily evaluated, but the contribution of each group member difficult or impossible to identify, in such instant it is not unusually for the management of the employees on-job training.

Langdon (2014) describes on-job training as the act of doing things and it is also deemed the first layer of performance. Individuals behave or should behave in a certain way to accomplish their duties. They are expected to produce quality work, use resources effectively, and follow guidelines and processes to achieve desired results. All on-job training must rise to certain standards. The work produced can also be measured according to a certain amount, completed within a given time frame and according to a specified level of staff satisfaction (Langdon, 2014).

Langdon (2014) describes on-job training of employees in an organization has a direct impact on its service standards. For example, employees who lack drive, passion and commitment to their work may lack initiative, fail to meet target dates and show very little regard for the importance of value contribution in whatever they do. Thus, the connection between the first two layers is clear.

Amongst the few examples used by Langdon (2014) is that processes need adequate and timely resources, and that business units need methods to keep on top of changing demographics, technologies, and shifting marketplaces. Bearing in mind the three layers of performance indicated above, the final layer which has a high impact on performance is trainings. In his assertion, Langdon (2014) argues that executives, managers, and coworkers can affect performance on-job training by their attitudes, temperament, and prejudices. They may keep desired on-job training from occurring, prevent standards from being reached, and circumvent

the support that is in place. From the above, the researcher's position is that it takes more than just conforming to daily or routine instructions and carrying out operational activities to guarantee the achievement of the strategic objectives of an organization, on-job training, standards, support and trainings are essentially as important as having a well-documented strategic plan (Gomez, 2014).

According to Brum (2017) training is probably the hardest strategy to improve employee's determination towards the organization performance. Khanfar (2021) views substantiates Brum's (2017) claim regarding employee performance that is provided by training. Akhtar et al., (2021) discovered that training has an optimistic association between motivations along with job engagement involving personnel doing work in organizations. Muzaffar et al., (2012) indicates that, to increase the employee's performance, it is crucial to inspire the employees by means of satisfying the space in between skills necessary and the owned or operated by means of staff through delivering applicable training. Farooq and Khan (2021) concluded that role of the valuable training is to improve the quality of task process that brings improvement in the performance of employees.

Manu (2014) focuses on the importance of skillful workers that is very necessary for the improvement of the organization. Batool and Bariha (2012) investigated that employees develop their sense of self-confidence, dignity, self-worth as well as wellbeing when they find themselves to be a valuable asset to the organizations. These factors provide them with a sense of satisfaction based on their achieved company goals and continue to encourage them to effort towards the enhancement of the organization to add value in its performance.

According to Abbas and Sara (2019) state employees' performance as fundamental foundation associated with an organization that employees the knowledge intended for better effectiveness that can be analysed through the organization performance.

Hameed and Ahmed (2021) outlined employee as a key element of the organization. Success or failure of every organization depends on employee performance. Employee performance ultimately affects the organizational performance. High performance organization is the role model for the other.

### **2.3.3 Effect of Job Rotation on Organizational Performance**

Refers to a lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities. Job Rotation “Work revolution” has been imagined as a decent practice for staff advance in the social and human services field. (Laaksonen et al., 2012; Hamilton and Wilkie, 2021) It advances the expert fitness of a person and also underpins co-operation between work units. Job rotation is an aspect of training undergone in an organization involving both managers and non-managers.

It occurs when an employee is moved from one job, department, or task to another after spending sometime in a particular job, task, assignment, or department with a view of enabling the employees to acquire more skills, talents and knowledge. In a way, job rotation is influenced by coordination and is meant to broaden ones outlook, knowledge, skill, and contact. In defining job rotation, Nwachukwu, (2018) says it is a training device that makes it necessary to move the trainee from one department or unit to another.

Beardwell (2015) argued that job rotation, sometimes called cross training, is one of the many forms of on-the-job training and a formal effort at executive development (Zeira, 2016). Job rotation can be considered as lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities. Individuals learn several different skills and perform each task for a specified time period. Rotating job tasks helps worker understand the different steps that go into creating a product and/or service delivery, how their own effort affects the quality and efficiency of production and customer service, and how each member of the team contributes to the process. Hence, job rotation permits individuals to gain experience in various phases of the business and, thus, broaden their perspective. Job rotation is a developmental technique that has been widely used but, surprisingly, received little attention in human-resources studies. Empirical research in this regard is sorely needed (Beatly, 2015).

Traditionally, job rotation is usually addressed at an organizational level from the employers’ point of view; organizational theorists have advocated frequent rotation as a means of reducing fatigue and boredom on production jobs so as to maintain productivity (Miller, 2012) and fairly frequent rotation after the initial hiring as a means of orientation and placement. Job rotation

enables the training of workers to be backups for other workers so that managers have a more flexible work force and a ready supply of trained workers. When rotation occurs at longer intervals, it has been thought as a practice of progressive human resource development or a means of enhancing the value of work experience for career development (Latham, 2013).

Leonard (2020), further asserted that when planning training for human resource development, one major factor to consider is each human resource's abilities. You want to be sure to match the abilities of the human resource appropriately to corresponding business training or there could be a problem.

Lockwood (2014) added that if an organisation wants human resource to be capable of doing the accounting for the department and would like to send the person to an accounting course, be sure they are good at accounting and numbers. May be the human resource does not have a mathematical mindset. Think about the skills of the human resource before you determine different training classes to send him or her to.

Another factor that needs to be determined during the planning phase of human resource development is the areas of business that motivate the human resource. As a manager or a leader, you have worked with the human resource long enough to know what makes the person tick. You need to know what makes the person want to work harder (Armstrong, 2014). What kinds of things does the human resource excel at and try extra hard at doing? These are things that motivate the human resource.

According to Leonard (2014), staff performance may be related to numerous factors within the workplace, such as overall satisfaction, knowledge, and management. But there is a definite between training and performance, as training programs can address numerous problems that relate to poor performance. Knowledge, development programs, increases human resources job knowledge. An increase in job knowledge means that the human resource felt more comfortable doing his job and performed at a high level (Luis, 2021).

Guest (2015) explains that impact of HR development on performance of employees is also related with the response of employees towards HR development, because employees have their own perception regarding the HR development (Barney, 2015). As Burke (2015) discussed, eight HR development includes recruitment and selection practices, placement practices, training

practices, compensation practices, employee performance evaluation practices, promotion practices, grievance procedure and pension or social security. Huselid (2015) discussed eleven HRM practices in his study which are: personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labor management participation, recruitment efforts, employee training and promotion criteria. Buitendach (2013) examines the relationship between three HR development that is to say; compensation, promotion and performance evaluation and perceived employee performance (Chris, 2013).

Freeman (2021) explains that by adopting and effecting HR development, an organizations, can produce the positive results in employee performance and can improve the organizational culture in a positive way. He also added that compensation, promotion and performance evaluation and perceived employee performance are those three practices which are related with financial earning and social issues of an individual so these can be used as determinants of employee performance - the performance of employees' possibly related with their skills, knowledge and competencies but most important their level of motivation toward jobs (Fletcher, 2021).

Guest (2012) argued that every employee go through several stages of development as they move from being a career 'beginner' to a full expert in their field. Each stage has specific needs and tasks to consider. As you work with human resources on development, it can be helpful to look at their stage in order to find the best kind of activities for them. If human resource has recently completed a career change, he or she is probably in the "exploration and trial" stage. If, on the other hand, he or she has burned out on his or her career, he or she might be in "disengagement" even though chronologically he or she might be in his or her early thirties in age (Buitendach, 2013).

Holden (2013) noted that every human resource undergoes a series of events as they climb up the career ladder. These series of events is what human resource experts call the lifecycle of human resource development. It is imperative that employers control, and consider the stages from finding potential workers, hiring, training to task assigning, working, and separation. As the company works on this development, HR managers play a key role in finding the best activities that fit their stage. Since not all human resources in the company are in the same stage, the attention must be human resource specific. Furthermore, the stage of human resource

development does not also correlate with age. One human resource may be in the production and growth stage, while another human resource of the same age could still be in the training stage (Gatewood, et al., 2021).

Kuvaas (2014) noted that the initial stages of human resource development take place usually within the first three months of the human resource's stay in the company (Wright, et al., 2013). This stage is what HR experts call the orientation stage. Surprisingly, it covers the searching, screening, interviewing, to hiring the human resource. Even during the human resource search period, potential workers have already made a good grasp about the company through the job description. During the screening and interview phase, the candidate increases his knowledge about the company and prepares himself mentally and emotionally in case he gets the job (Armstrong, 2014).

After hiring, the new human resource learns to fit in. He expects more involvement with the supervisor as against with other co-workers. During this phase, the newly hired human resource now creates an image in his mind about how he performed in the new job (Fletcher, 2021). The HR manager must allow an environment where the new human resource can be dependent to others in getting direction, information, and inspiration involvement in this phase, although work starts to become a routine. The human resource still asks for help during this phase, so HR managers must give ample allowance for improvement (Kuvaas, 2014).

According to Rush (2021), the supervisor has several roles to play, but providing information and support to facilitate the human resource development is what is most important. There are a few basic roles for a supervisor in developing human resources. They include: coaching human resources to help them determine what they need for development, providing both positive and corrective feedback, offering organizational insight, information, and advice, guiding the planning through goal setting and checking back over time, allotting time and money for development experiences and ensuring opportunities for applications of new learning.

Human resource development help managers effectively manage, motivate and empower human resources. Effective management requires insight about the core characteristics of individuals. Human resource solutions can provide invaluable tools for increasing consistency in managing

human resources. Good management is all about understanding ‘fit’ and how human resources fit in with their job, their manager, their team and the organization (Leitch, 2014).

Job rotation or rotation of job consists of job being operated or undertaken within a specify period of time by an employee and later, a provision is made given an opportunity to another employee. To mount and take charge of that particular job according to him, job rotation is considered as one of the best methods or devices in an organization because; it is a training device that if well implemented improved the workers’ performances, and at the end of the training programmes, the employees would become rich both in knowledge and in skill, especially as it concerns the organization’s work process.

In support of the above view, Koontz & Mills (2014) referred to job rotation as the best type of training which is designed to familiarize the employee with the details of the many positions that may be available to the employee.

Still in consonance with this, Monday (2018) states that it is a management trainee may be shifted from one department to another to gain a diversity of experience and has been called the most effective way of providing for the growth and development of people in manufacturing or organization but also to other industrial sectors and even adopted in service oriented industries such as schools, hospital, banks, offices and the like.

## **2.4 Organizational Performance**

Organisation performance in general the concept of organizational performance a systematic process for improving organizational performance by developing the performance of individuals and teams. The effects of HRD on organizational performance have been extensively studied in the recent past with a positive relationship observed between HRD and organization performance (Rizov & Croucher, 2018).

However, one of the leading challenges in management has been the implementation of effective HRD strategies to enhance organizational performance (Bhatti & Qureshi, 2017).



### **2.4.1 Financial viability**

is the ability to generate sufficient income to meet operating payments, debt commitments and, where applicable, to allow growth while maintaining service levels. The results are assessed with the budget and financial projections in the business plan. It is the objective of every profit-oriented organization to attain financial performance, which is seen as the metric for assessing the effectiveness of management. Iswatia and Anshoria, (2017) posit that the ability of the organization to align the people and resources to tasks that are strategic for attaining organizational performance, in moral and ethical ways that ultimately leads to sustainable competitive advantage. In measuring organizational performance, managers use financial performance and non-financial performance to assess their ability and that of the whole organization in moving the business towards financial performance. Both measurements have been confirmed as significant in illustrating companies' wellbeing.

### **2.4.2 Efficiency**

Efficiency is concerned with achieving a given result with a minimum use of resources or alternatively achieving the maximum amount of output from a given level of input resources. Efficiency measures imply that there is a measure of determining the minimum resources necessary to produce a given effect or the maximum output that should be derived from a given level of resources. Performance is measured by efficiency; how efficient the enterprise is in use of resources in achieving its objectives. The indicators of performance are profitability ratios such as the net profit margin the decline in unit costs, sales to total assets, sales to working capital and the size of market share (Charlie, 2021).

### **2.4.3 Effectiveness**

Effectiveness is concerned with the attainment of objectives; an action is effective if it achieves intended results. With the measures of effectiveness the focus is on the extent to which objectives of the enterprise have been achieved (Bussiere & Fratzscher 2021). Employee performance is determined in terms of productivity of the worker that is to say the level of units produced by an employee in a given period of time when other factors are held constant. What

one employee can produce considering the time and total quantity produced in the company (Dima, 2013). The employee performance is also determined basing on the efficiency, accuracy, transparency and effectiveness of the employee in his or her operations.

## **2.5 Related Studies**

Human resource department is the process of developing the available skills of employees to achieve organizational goals as well as individual goals. Human resource development (HRD) is an organized learning experience aimed at matching the organizational need for human resource with the individual need for career growth and development (C.B. Gupta, 2017). It is a system and process involving organized series of learning activities designed to produce behavioural changes in human beings in such a way that they acquire desired level of competence for present or future role (Gomez-Mejia, 2012). Functional definition of this study was delivered from (Armstrong, 2016).

In these situations of intense global competition and rivalry, the human resource considered as one of the most important factors used to enter or even manage to dominate the market (Byrne, 2015). This kind of resource plays a crucial role to maintain the organizations' sustainability, credibility as well as creation of public trust. There is a wide range of evidence explored on the positive linkage between the human resource development and organizational performance, due to the aspiration to achieve business excellence and better profits.

The emphasis on human resources as a valuable capital in organizations reflects their expectations to stress more on the intangible resources rather than tangible ones. It has been agreed by (Becker, 2014) that human capital investment seeks to gain profitable return either in short or long-term period. The possession of skills and capabilities by the employees would encourage them to earn and build a supportive business environment. The human resource used significantly as a mover to other resources and has a strategic position that crucially contributes to business performance as the competitive advantage (Wright et al., 2015). Paul and Anantharaman (2013) have asserted that the focus on human resource development has an indirect relationship with the profitability of the organizations. Fence, any organizations propose to optimize the performance of their employees in providing optimal contribution, among others by means of conducting training and Development programmes. This also relates

to the organizations' productivity whereby, may be able to improve the effectiveness and efficiency of work assigned.

Organizations also has to leverage the skills and capabilities of its employees by encouraging individuals learning and creating a supportive environment in which knowledge can be created, shared and applied to achieve corporate goals of the organization.

Increasing employees' skills and abilities are expected to create future returns through increased productivity and business performance (Shih, et al., 2016). The processes of resourcing and development aimed at increasing employees skills have a direct impact on their attitude i.e. motivation, commitment and satisfaction (Wright et al., 2013). Specifically, a large body of research considers motivation to be a key determinant of employee performance (Hardre, 2013). Employees' attitudes and behaviours generally depend on the HRD policies and procedures the organization is using.

Certain HRD policies and procedures may convey a message to employees that it is in the organization's best interest that employees stay longer in the firm (Katou & Budhwar, 2017). This message may be translated into such employees' behaviours as staying longer within the organization as opposed to leaving and being present at work as opposed to being absent at work (Guest, 2021). In their multilevel model linking human resource practices and employee reactions, Ostroff and Bowen (2020) observed that human resource practices are significantly associated with employee perceptions and expectations. Chew (2014) observed that employee attitudes and behaviours (including performance) reflect their perceptions and expectations, reciprocating the treatment they receive from the organization. Campbell, (2020) in his job performance theory stated that employees' attitudes influence their behaviour which in turn influences organizational performance.

It has been argued that employees' turnover is heavily influenced by job satisfaction, motivation and organizational commitment, because no employee would like to stay with an organization that is not satisfied with his work (Chiu & Francesco, 2013). Although, it is argued that satisfaction usually precedes organizational motivation and commitment, it is suggested that job satisfaction and organizational motivation and commitment are strongly interrelated (Bartlett, 2021). Other authors support the view that it is commitment that causes satisfaction

(Vandenberg & Lance, 2012). Rowden and Conine (2013) observed that a large part of the workers sense of job satisfaction can be attributed to workplace learning opportunities.

Bartlett (2021) observed a positive relationship between training and organizational commitment and recommended that human resource development professionals adapt new research methods to demonstrate to organizational decision makers that training and development contributes to desired workplace attitudes which may in turn influence behaviours such as absenteeism and turnover. Lee and Bruvold (2013) stated that comprehensive training activities are positively associated with productivity; reduced staff intention to leave and organizational effectiveness.

Raghuram (2014) argues that staffing and training lie at the heart of the processes aimed at developing the necessary skills for maintaining competitive advantage and organizational performance. Although it is true that the source of competitive advantage refers to the human resources themselves and not to the policies employed to attract, utilize and retain them, recruitment and selection may be considered to be a good starting point for building a pool of superior employee resources and capabilities. Individual and team training and development may be employed to add new skills to the existing employee resources and capabilities.

## **2.6 Research gap**

### **Empirically**

Different researchers have reviewed literature on human resource development and organizational performance in schools, hospitals, banks, public sector but none has conducted a study relating the variables in Somtel telecommunication Company in Puntland, Somalia. These studies have shown that most of the human welfare services have been carried out using Western countries samples (Armstrong and emerging economies in Asia such as China and South Korea (Berry, 2020). Given the importance of HRD systems in organizations, it is surprising that few studies have attempted to work on the role of various organizational performance, organizational and job factors on the effectiveness of promotion systems (Allen, 1997; Ferris et al., 2012).

Furthermore In regard to the literature reviewed, it is seen that HRD interventions have an effect on organization performance. In particular, promotion, job training, and job rotation as cited in a number of organizations and this could apply to Somtel Telecom as well. Worth mentioning is that many studies conducted are on the relationship between HRD and organizational performance in developed countries but given the difference between developed and developing countries, there was need to study how the two variables are related in terms of the level of importance and significance in regard to Somalia's Telecommunication Services.

### **Methodologically,**

Kosteas (2017)) in his study about Human Resource development and organisation performance , they adopted a case study design where they focused on the private firms of Nigeria and ended up getting varying results for example he found out that there is a negative relationship between Human Resource development and organisational performance so I decided to adopt my exploratory research design which made me really establish, discover how does Human Resource development affect telecommunication companies in Mogadishu particularly those of Somalia.

A gap with the sample size for example Mathuva 2009, His study about Human Resource development and organisation performance he used a sample of only 30 firms with in Nairobi and he found out a negative significant relationship between Human Resource development and organisation performance, Raheman and Nasir (2007) used a sample of 94 Pakistan firms and he found out a negative relationship between Human Resource development and organisational performance Basing on that I decided to adopt a higher population to try to close the gap and mine was 133 respondents.

### **Conceptually**

For Example, some scholars in my literature say Naimulbari (2012) who only evaluated the effect of Job training and performance of pharmaceutical sector in Bangladesh where he found out negative relationship between the two variables, hence in his study he ignored Job rotation, and promotion so seriously I bridged the gap by considering all the four dimensions.

Another Gap was about some scholars for example Vurial et al (2012) who specifically looked at the effect of Human Resource development of firms of firms with in Istanbul and found out a negative relationship between the two variables, he didn't give much details about financial part

which I see as a gap therefore me I zeroed down to Human Resource development and organisational performance hence I still recommend my findings were superb.

### **Contextually**

Basically studies in my literature were looking at other areas actually some different countries not Somalia for example Zariyawati et al., (2012) looked at Human Resource development and organisational performance of firms in Nigeria, Ben Caleb (2009) looked at Human Resource development and organisation performance of firms in Malaysia hence it means that non had findings for my case study of Somalia, this is also a gap I tried to close.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology that was used to conduct this research, It presents the research philosophy and design, the study population, sample size and selection, data collection methods, research procedure, validity and reliability of instruments, data analysis and ethical considerations.

#### **3.1 Research Design**

According to Cooper and Schinder, (2018), a research design can be defined as a plan for selecting sources and type of information used to answer the research questions. The research design for this study was survey research design to assess the effect of Human Resource Development and Organizational Performance at Somtel Telecommunication Company in, Puntland, Somalia. This is therefore quantitative in nature. This design was selected because Robson (2015) explained that a survey research comprises a cross-sectional design in relation to which data are collected predominantly by questionnaire or by structured interview on more than one case and at a single point in time in order to collect a body of quantitative or quantifiable data in connection with two or more variables (usually many, more than two) which are then examined to detect patterns of association. The strategy for the research is case study and the choice of method is mono method. Thus, it is mono method because only quantitative method was used to collect and analyze the data.

#### **3.2 Population of the study**

Population of this research comprised all the employees of Somtel Telecommunication Company in Puntland, Somalia. According to the Human Resource department the Somtel Telecommunication Company in Puntland, Somalia which has total staff strength of 200 employees was used as the case study (Somtel HRM Data, 2022). According to Kothari (2014), population is a total collection of elements and sample is part of such population.

### 3.3 Sample Size

For the purpose of this research study, sample selection was a total of 133 subjects using the solvent's formula to determine the minimum sample size and 45 was selected from HRM department 45 of respondents from finance department and other 43 of respondents was from sales and marketing departments.

3.3.1 Solvent's formula  $n = \frac{N}{1+n \times (e)^2}$

$$n = \frac{200}{(1+200 \times (0.05)^2)} \quad n = \frac{200}{1+200 \times 0.0025} \quad n = \frac{200}{1.5}$$

**n =133 Respondents**

**Table 3.1: Respondents of study**

Categories	Target population	Sample size
HRM department	67	45
Finance department	68	45
Sales and marketing departments	65	43
Total	200	133

Source: Somtel HRM Data, 2022

### 3.4 Sample Procedures

The sampling technique that was used in this study is systematic random sampling. Using this method, a list of the employees in the organization was compiling. In selecting the respondents, two consecutive respondents were selected while skipping the next one respondent and selecting the next two all over again until the sample size was met. This sampling technique is employed because it is simple and prevents cases of bias in sampling. Purposive sampling was also be uses to determine high profile respondents like directors and managers who believed to have more information about the promotion policies and the performance of the organization.



### 3.5 Research instrument

The research was carried out by the use of a questionnaire. A questionnaire is a written list of questions, the answers to which are recorded by respondents (Kumar, 2016). The vital goals of a questionnaire are to collect accurate data with maximum reliability and validity, and to obtain information relevant to the objectives of survey. Questionnaires are ubiquitous and employed more frequently than other methods (Cooper & Schindler, 2018). In the questionnaire, respondents were required to read questions, interpret what is expected and write down or record with answers independently.

### 3.6 Validity and reliability instrument

#### 3.6.1 Validity

According to Leedy and Ormrod, (2015), validity is the extent to which the instrument measures what it is supposed to measure. To establish validity, the instrument was consulted with the supervisor and field experts for scrutiny, who went through the questionnaires against the research questions and gave necessary recommendations for improvement and any necessary adjustments before data was collected.

According to Amin (2015), the validity of the instrument is determined by the formula:

$$CVI = \frac{\text{No of items considered as the relevant}}{\text{total number of questions in the instrument}}$$

#### Equation: content validity index formula

Out of a total 23 questions, 20 were considered relevant to the study. The CVI was computed to be  $20/23 = 0.86$ , since this figure is above 0.70, the research instrument was declared valid by experts.

#### 3.6.2 Reliability

Reliability on the other hand, is the degree of consistency that the instrument or procedure demonstrates (Best & Kahn, 2016). In this study reliability was achieved by measuring consistent results from the respondents. Reliability of data was assured through information

collected from relevant respondents with specific attention to key issues related to HRD and organizational performance. Reliability of the instrument was established through a test-retest technique. Since the test consisted of n items and an individual's score was the total and correct, then the coefficient was given by the formula:

$$\alpha = \frac{n}{n-1} \left[ 1 - \frac{1}{\sigma^2} = \sum_{i=1}^n \sigma_i^2 \right] \dots\dots\dots 3.2$$

Where  $\sigma^2$  is the variance of the total scores and is the variance of the set of 0,1 scores representing correct and incorrect answers on item one. The theoretical range of the coefficient is zero to one. Suggested guidelines for interpretation are < 0.60 unacceptable, 0.60–0.65 undesirable, 0.65–0.75 minimum acceptable, 0.70 – 0.80 respectable, 0.80–0.90 very good, and > 0.90 considered shortening the scale by reducing the number of items. Table 3.2 shows each main constructs of the model considered acceptable since the Cronbach's Alpha related to each of them exceeded 0.70, confirming a satisfactory reliability.

**Table 3.2: Showing reliability of instruments**

Variables tested	No. Items	Cronbach's Alpha	
Promotion	5	0.894	Good
Jo Training	5	0.80	Good
Job Rotation	5	0.74	acceptable
Organizational Performance	8	0.77	acceptable
<b>Overall</b>		0.951	

Source: Survey research, 2022

The mean for reliability test is established at 0.87 which is well above 0.70 and therefore the internal consistency (reliability) of the instrument was confirmed.

### **3.7 Data gathering procedure**

The researcher requested for an introduction letter from the College of Economics and management of Kampala International University which was addressed to Somtel Telecommunication Company for permission to conduct the study. The researcher and his research assistants administered the questionnaire and a contact person was taken for follow-up.

Research was classified into qualitative and quantitative. Qualitative methods were focuses on the diction, words and observing the subjects in order to describe reality (Amaratunga & Baldry, 2012). Quantitative methods on the other hand come from the academics and it emphasizes serious belief and trust in figures which was used to stand for opinions and concepts. It has been said that the last two decades has seen intense debates about the comparative strengths and advantages of the two approaches. The research was pre-test questionnaires then was conduct final face of data gathering, analysis, and producing valid document.

### **3.8 Data analysis**

Descriptive statistics such as frequency and percentages was used to present data on demographic characteristics of respondents. Means and standard deviations were used to present data on the extent of human resource development and organizational performance. Data analysis was carried out following the study objectives whereby data on objective one, two and three was analyzed using single linear regression analysis to show the effect between variables.

The research was carried out by the use of a questionnaire. The raw data obtained from a study is useless unless it is transformed into information for the purpose of decision making (Emery & Couper, 2013). The data analysis was involved reducing the raw data into a manageable size, developing summaries and applying statistical inferences. Consequently, the following step was taken for analysis of the data for the study. The data was edited to detect and correct, possible errors and omissions that was likely to occur, to ensure consistency across respondents. The data was then coded to enable the responses to be grouped into limited number of categories. The SPSS software was used for this analysis. Data was presented in tabular form, graphical and narrative forms. In analyzing the data, multiple regression and descriptive statistical tools such as bar graph complemented with mean and standard deviations was used.

### **3.9 Ethical consideration**

This study was ethically fair and the researcher was used neutral words which were not harm anybody's rights while asking question to the respondents and was not use bias words.

A lot of ethical issues were taken into consideration before, during and after the study. All articles, journals, books among others that was used in this study was properly referenced. Before the researcher administer the questionnaires and interviews the Somtel, an informal meeting was held with the management of the Assembly for permission to be granted. Not only that but the sanctity and privacy of the respondents of the questionnaire were considered.

Respondents were asked if they have enough time to fill the questionnaires. More importantly, the purpose for which the research is conducted was explained to respondents before they were handed with the questionnaire to fill. The identity of the individual respondents to the questionnaire was another ethical issue that was critically considered in this study.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.0 Introduction

This chapter presents results based on information attained concerning the study human resource development and organization performance in Somtel. The research objectives were; to examine the effect of job training and organizational performance at Somtel Company Puntland, Somalia, to examine the effect of promotion and organizational performance at Somtel company, and also to examine the effect of job rotation and organizational performance at Somtel company, Puntland, Somalia. This chapter provides the presentation, analyses the findings, the study provides the response rate, demographic characteristics of the respondents and finally the bio-data for the respondents and then description of the frequency and Percentages and finally simple linear regression analysis was undertaken to determine the effect between the variables of the study.

#### 4.1 Response Rate

The study targeted to attain data from 133 respondents who were employees selected Somtel Communication Company but achieved a response rate of 125 representing 93.9% of the respondents. The findings mean that the study nevertheless attained a high response rate from the information.

**Table 4.1: Response Rate**

Questionnaires distributed	Questionnaires returned	Response rate
133	125	93.9%

**Source: Primary data (2022)**

The results in Table 4.1 show that data was collected from 125 respondents representing 93.9% of the study. The response rate is an indication that data was collected from reliably high number of the respondents with the response rate deemed as high. This implies that the response rate was high, the data collected is therefore reliable, even Saunders (2007) suggests that a response rate of 50% is adequate when quantitative data is manually collected.

## 4.2 Demographic Characteristics of Respondents

This was based on the gender of respondents, age, education and experience of the respondents. The general information has an implication on the study variables. The different demographic characteristics are analyzed and presented as below.

### 4.2.1 Gender of Respondents

Here the researcher was interested in gathering information on the gender of respondents and information got was presented in the table below.

**Table 4.2: Gender of Respondents**

Responses		Frequency	Percent
	Male	74	59.2
	Female	51	40.8
	<b>Total</b>	<b>125</b>	<b>100.0</b>

**Source: Primary Data, 2022**

The results in Table 4.2 on the gender of respondents indicated that the majority respondents for the study were male 74(59.2%) respondents were male and 51(40.8%) respondents were female. The findings indicate that majority respondents for the study were males, the findings show that information was attained from both male and female genders it's imperative to argue that Somtel company employees are both male and female.

### 4.2.2 Age of Respondents

Here the researcher was interested in gathering information on the age of respondents and information got was presented in the table 4.3.

**Table 4.3: Age of Respondents**

<b>Responses</b>		<b>Frequency</b>	<b>Percent</b>
	20-27	22	17.6
	28-37	18	14.4
	38-47	58	46.4
	48 Years above	27	21.6
	<b>Total</b>	<b>125</b>	<b>100.0</b>

**Source: Primary Data, 2022**

Results in Table 4.3 on the age of respondents indicate that majority respondents were 38-47 years who were 58(46.6%) respondents followed by those of 48 years above who were 27(21.6%) of the respondents, those of 20-27 years were 22(17.6%) respondents and finally those of 28-37 years were 18(14.4%). The findings show that the majority respondents were mature adults, information attained can't be doubted on maturity and understanding, the results also indicate that Somtel Company employs more mature people than the young one.

#### **4.2.3 Findings on Education of Respondents**

Here the researcher was interested in gathering information on the education of respondents and information got was presented in the table below.

**Table 4.4: Education Qualification of Respondents**

<b>Responses</b>		<b>Frequency</b>	<b>Percent</b>
	Certificate	7	5.6
	Diploma	31	24.8
	Bachelors	63	50.4
	Post Graduate	24	19.2
	<b>Total</b>	<b>125</b>	<b>100.0</b>

**Source: Primary Data, 2022**

The results in Table 4.4 on the Education qualification of respondents revealed that majority respondents were of bachelor's degrees who were 83(52.5%) of the respondents, diploma holders were 36(22.6%) respondents and post graduate were 33(20.8%) respondents were post graduate and finally certificate holders were 7(4.4%) of the study. the findings indicate that on average the respondents were educated, majority had a qualification above the bachelors degree holders , meaning the employees are sufficiently educated.

#### **4.2.4 Findings on Experience**

Here the researcher was set to establish the working experience of respondents; it was presented as follows in table 4.5.

**Table 4.5: Findings on Experience of Respondents**

<b>Experience</b>		<b>Frequency</b>	<b>Percent</b>
	1-3 Years	25	20.0
	4-6 Years	38	30.4
	7 Years above	62	49.6
	<b>Total</b>	<b>125</b>	<b>100.0</b>

**Source: Primary Data, 2022**

The results in Table 4.5 on the Findings on experience of respondents indicated that the majority respondents had worked in Somtel company Somalia for a period of above 7 years who were 62(49.6%), those with work experience of 4-6 years were 38(30.4%) and finally 25(20%) respondents had worked for a period of 1-3 years. The study findings for the study show that the information was sought from responsible reasonable and informed respondents about Somtel given that the information was attained from people with information and understanding on the study.



### **4.3 Human Resource Development in Somtel Telecommunication Company in Puntland, Somalia**

The independent variable for the study is human resource development; it was based on 3 constructs which include employee promotion, employee job training and job rotation each of the constructs were composed of 5 items which were analyzed based on the field responses and information attained. Each of these questions was based on the five point Likert scale where by respondents were asked to rate human resource development in Somtel by indicating the extent to which they agree or disagree with each question and their responses were analyzed using SPSS and summarized using means and standard deviation as in table 4.3 The interpretations for the data for both the independent and dependent variables are interpreted using the following mean ranges:

**Table 4.6: Decision Rule Table for human resource development**

Mean range	Respondent	Interpretation
<b>4.22- 5.00</b>	Strongly agree	Very Good
<b>3.42 - 4.22</b>	Agree	Good
<b>2.62 – 3.41</b>	Not Sure	Fairly Good
<b>1.81 - 2.61</b>	Disagree	Poor
<b>1.00 - 1.80</b>	Strongly disagree	Very Poor

**Table 4.7: Human Resource Development in Somtel Telecommunication Company in Puntland, Somalia**

	Mean	Std. D	Interpretation
Our organization recognizes the career growth needs of its employees	2.800	1.425	Moderately high
Individuals in this organization have clear career path	2.920	1.440	Moderately high
Our organization provides programs to assist balancing demands of families	3.640	1.552	High
I would be very happy to spend the rest of my career with this organization	3.312	1.499	Moderately high
We are motivated to work collectively towards achieving common goals	3.384	1.330	Moderately high
<b>Promotions</b>	<b>3.286</b>	<b>1.449</b>	<b>Moderately high</b>
Firm provides formal training to promote skills to new hires as well as to promoted or existing employees.	3.16	1.387	Moderately high
Firm provides employee on job training off job training	2.928	1.357	Moderately high
Trained employees are more enthusiastic for giving their performance	2.944	1.449	Moderately high
Training has boosted the employee morale within the organization	3.544	1.341	Moderately high
Training rules and regulations are followed within the organization	3.760	1.316	High
<b>Job Training</b>	<b>3.321</b>	<b>.841</b>	<b>Moderately high</b>
It's a policy of the company for employees to be rotated	3.396	1.351	Moderately high
The management periodically undertaken job rotation	3.232	1.420	Moderately high
Job rotation is done on innovation purposes	3.356	1.298	Moderately high
Job rotation improves employee morale at organization	3.520	1.222	High
Job rotation increases employees performance in their workplace	3.284	1.273	Moderately high
<b>Job rotation</b>	<b>3.317</b>	<b>1.234</b>	<b>Moderately high</b>
Overall Mean (Human Resource Development)	3.308	1.174	Moderately high

**Source: Primary Data, 2022**

Results in Table 4.7 show responses on the human resource development in Somtel Telecommunication Company, it was found that the status of human resource development in Somtel was generally moderately high with the mean of 3.308, standard deviation of 1.174 interpreted as moderate implying that there are fairly good human resource development

mechanisms in Somtel telecommunication company. These responses were an average response from promotions, job training and job rotations generally deemed in moderate form in the company. This is based on the individual responses attained presented on the responses

The promotions in Somtel company was found to have the mean responses of 3.286, standard deviation was 1.330 interpreted as moderately high implying that the company has generally exhibited moderate compliance with some prevalence of career advancement being cited in Somtel as enumerated in the responses provided in regard to promotions as indicated here under.

Our organization recognizes the career growth needs of its employees, the mean responses attained from the field had the mean of 2.800, standard deviation was 1.425 interpreted as moderately high indicated as the presence of moderate career growth amongst the employees in Somtel Company.

Secondly, the aspect of Individuals in this organization have clear career path had the mean of 2.920, the standard deviation was 1.440 interpreted as moderately high implying that the state of the individuals are fairly good in Somtel company.

Thirdly, regarding to whether our organization provides programs to assist balancing demands of families had the mean of 3.640, the standard deviation was 1.552 interpreted as high implying that the organization programs in promotions enable balancing of the family demands.

Results on the 4<sup>th</sup> item sought to determine whether I would be very happy to spend the rest of my career with this organization, the mean responses were 3.312, standard deviation was 1.499 interpreted as moderately high implying that the state of the respect for the career for the employees in Somtel company need to be reduced.

Finally on whether we are motivated to work collectively towards achieving common goals the mean responses were 3.384, the standard deviation was 1.330 interpreted as moderately high indicated as fairly good meaning that the state of the work collective is hence deemed fairly good.

**In regard to Job training:** Job training in Somtel Telecommunication Company in Puntland, Somalia, had the mean response of 3.321, standard deviation was .841 interpreted as moderately high meaning that the status of the job training was generally implicated as fairly good.

First the researcher sought to determine whether firm provides formal training to promote skills to new hires as well as to promoted or existing employees had the mean of 3.16, standard deviation was 1.387 interpreted as moderately high meaning that the formal training exists in moderate forms in the company. On whether the firm provides employee on job training off job training had the mean of 2.928, the standard deviation was 1.357 interpreted as moderately high meaning that Somtel has had some cases of off job training in their company.

Thirdly on whether the trained employees are more enthusiastic for giving their performance, the mean responses were 2.944, standard deviation was 1.449 interpreted as moderate high meaning the presence of trained employees in moderate forms in Somtel Company.

On the fourth aspects on whether training has boosted the employee morale within the organization, the mean responses were 3.544, standard deviation was 1.341 interpreted as moderately high interpreted as good meaning that the status of the information attained is deemed finally in the good.

Finally on the fifth items “Training rules and regulations are followed within the organization had the mean of 3.760, then the standard deviation was 1.316 interpreted as high meaning that the training rules and regulations are prevailing and of value in the management of the company.

Results on job rotation in Somtel telecommunication company, Puntland, Somalia reveal that on average, the mean responses were 3.317 mean, the standard deviation was 1.234 interpreted as moderately high. The study findings imply that the status of job rotation in the telecommunication company is generally in fairly good.

The first item of the study on whether it’s a policy of the company for employees to be rotated had the mean of 3.396, standard deviation was 1.351 interpreted as moderately high meaning that there is indeed a policy on the employee rotation in the company.

The management periodically undertaken job rotation had the mean of 3.232, the standard deviation was 1.420 interpreted as moderately high meaning that the management does periodic job rotation amongst their employees in Somtel Company of Puntland Somalia.

On whether job rotation is done on innovation purposes, the mean responses were 3.356, standard deviation was 1.298 interpreted as moderately high meaning that the state of the innovation purposes is generally fairly good in the Somtel Company.

Results on the fourth item on whether Job rotation improves employee morale at organization, the mean responses were 3.520, standard deviation was 1.222 interpreted as high meaning that the stakes in the job rotation is generally occurring in Somtel Company.

Job rotation increases employees performance in their workplace had the mean responses of 3.284, the standard deviation was 1.273 interpreted as moderately high interpreted further that the employees performance in the work is based on the results for the rotation of the employees in Somtel Company, Puntland Somalia.

#### **4.4 Organizational performance in Somtel telecommunication company, Puntland, Somalia**

The dependent variable for the study is organizational performance in somtel telecommunication company, Puntland, Somalia; it was based 8 items which were analyzed based on the field responses and information attained. Each of these questions was based on the five point Likert scale where by respondents were asked to rate the state of organization performance by indicating the extent to which they agree or disagree with each question and their responses were analyzed using SPSS and summarized using means and standard deviation as in table 4.8 The interpretations for the data for both the independent and dependent variables are interpreted using the following mean ranges:

**Table 4.8: Descriptive statistics on Organizational performance in Somtel telecommunication company, Puntland, Somalia**

	Mean	Std. D	Interpretation
There is an increase in production percentage at the somtel telecommunication company	2.840	1.455	Fairly good
The products/ services produced meet the standard quality	3.112	1.351	Fairly good
The organization provide timely services to the customers	3.216	1.489	Fairly good
The organization is competent in product innovations	3.072	1.587	Fairly good
There is increase our organization customer in comparison previous year	3.096	1.410	Fairly good
There is increase in sales in comparison previous year	2.960	1.427	Fairly good
There is increase in profit in comparison previous year	3.240	1.483	Fairly good
The organization services are of good reputation in the public	2.984	1.507	Fairly good
Overall Mean, Organization Performance)	2.993	1.151	Fairly good

**Source: Primary Data, 2022**

Descriptive statistics in Table 4.8 on the state of organizational performance in Somtel telecommunication company, Puntland, Somalia indicate that the mean responses were 2.984, the standard deviation 1.507 interpreted as fairly good meaning that the state of the performance of the company was fairly good based on the individual responses attained presented as enumerated here under.

Results on the first item on whether there is an increase in production percentage at the somtel telecommunication company had the mean of 2.840, standard deviation was 1.455 interpreted as fairly good. The status of the responses provided indicate that there is percentage responses on the telecommunication company.

Secondly, results on whether the products/ services produced meet the standard quality had the mean responses of 3.112, standard deviation was 1.351 interpreted as fairly good meaning that the state of the responses in the products and services fairly meet the products or services standards in Somtel Company.

The organization provides timely services to the customers had the mean responses of 3.216, standard deviation was 1.489 interpreted as fairly good. The study findings indicate that there are fairly timely services for the customers in Somtel Company.

The results on whether the organization is competent in product innovations had the mean responses with the mean of 3.072, standard deviation was 1.587 interpreted as fairly good, the standard deviation results indicate that there is competent product innovation in a fairly good state in Somtel company.

It was found that on whether there is increase our organization customer in comparison previous year, the mean responses were 3.096, standard deviation was 1.410 interpreted as fairly good meaning that the state of the customers in comparison to the previous years are generally prevailing in the last years.

Results on whether there is increase in sales in comparison previous year, the mean responses attained were that the mean responses were 2.960, the standard deviation was 1.427 interpreted as fairly good, and the study findings indicate that there is sales increase in comparison to the company cooperation's.

On whether there is increase in profit in comparison previous year had the mean of 3.240, standard deviation was 1.483 interpreted as fairly good meaning that Somtel company is generally in agreement that there is fairly good response on the profits of Somtel.

Finally the responses on whether the organization services are of good reputation in the public had the mean was 2.984, the standard deviation was 1.507 interpreted as fairly good. The study findings for the study indicate that there are mechanisms provided in the indication of the presence of good reputations in the public organizations.

#### 4.5 Objective One: Effect of employee promotion on organization performance at Somtel Telecommunication Company in Puntland, Somalia.

In order to fulfill the first objective of the study and determine the effect of employee promotion on organization performance at Somtel Telecommunication company in Puntland, Somalia. The researcher conducted simple linear regression analysis to determine the nature and effect of employee promotion on organization performance. The findings are provided in tabulations here under.

**Table 4.9: Regression analysis on effect of employee promotion on organization performance at Somtel Telecommunication Company in Puntland, Somalia**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.296 <sup>a</sup>	.088	.080	1.10451		
a. Predictors: (Constant), Promotion						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.394	1	14.394	11.799	.001 <sup>b</sup>
	Residual	150.053	123	1.220		
	Total	164.447	124			
a. Dependent Variable: Organisation Performance						
b. Predictors: (Constant), Promotion						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.439	.463		3.107	.002
	Promotion	.473	.138	.296	3.435	.001
a. Dependent Variable: Organisation Performance						

**Source: Primary Data, 2022**

From table above; the value of the regression coefficient between employee promotion on organization performance at Somtel Telecommunication Company in Puntland, Somalia, the r coefficient was computed to be at 0.296. This figure indicates that employee promotions had a



29.6% effect on performance somtel Telecommunication Company. The standard error estimate of 1.10451 shows close scatter of the data.

Table further shows the analysis of variance (ANOVA) explains further the relationship between the independent variable (employee promotions) and the dependent variable (organization performance). The significance level was 0.05 implying significant employee promotions have a significant effect on organization performance.

The table further illustrates the regression analysis between employee promotions and performance at Somtel Telecommunication Company in Puntland, Somalia. The regression analysis shows that the rate of performance that does not depend on promotions was 1.439. The t values for the constant and  $\beta$  are (3.107) and 3.435) respectively with their respective levels of significances as (.002 and .001) respectively. Since the level of significance was less than 0.05, the researcher argues that there exists a significant effect of employee promotion on organization performance at Somtel Telecommunication Company in Puntland, Somalia. Findings here indicate that there is a statistically significant effect between promotions and performance the researcher reject the null hypothesis which indicate that there is no significant effect between employee promotions on organization performance at Somtel Telecommunication Company in Puntland, Somalia.

#### 4.6 Objective Two: Regression analysis on effect of Employee job training on organization performance at Somtel Telecommunication Company in Puntland, Somalia

In order to fulfill the second specific research and determine the effect of employee job training on organization performance at Somtel Telecommunication company in Puntland, Somalia. The researcher conducted simple linear regression analysis to determine the nature and effect of job training on organization performance. The findings are provided in tabulations here under.

**Table 4.10: Regression analysis on effect of Employee job training on organization performance at Somtel Telecommunication Company in Puntland, Somalia**

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.319 <sup>a</sup>	.102	.094	1.09589	
a. Predictors: (Constant), Job Training						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.726	1	16.726	13.927	.000 <sup>b</sup>
	Residual	147.721	123	1.201		
	Total	164.447	124			
a. Dependent Variable: Organisation Performance						
b. Predictors: (Constant), Job Training						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant )	1.544	.400		3.856	.000
	Job Training	.436	.117	.319	3.732	.000
a. Dependent Variable: Organisation Performance						

**Source: Primary Data, 2022**

From table above; the value of the regression coefficient between job training and organization performance at Somtel Telecommunication Company in Puntland, Somalia, the  $r$  coefficient was computed to be at .319. This figure indicates that job training had a 31.9% effect on performance somtel Telecommunication Company. The standard error estimate of 1.09589 shows close scatter of the data.

Table further shows the analysis of variance (ANOVA) explains further the relationship between the independent variable (job training) and the dependent variable (organization performance). The significance level was 0.005 implying significant job training have a significant effect on organization performance.

The table further illustrates the regression analysis between job training and performance at Somtel Telecommunication Company in Puntland, Somalia. The regression analysis shows that the rate of performance that does not depend on job training was 1.544. The  $t$  values for the constant and  $\beta$  are (3.856) and 3.732 respectively with their respective levels of significances as (.000 and .000) respectively. Since the level of significance was less than 0.05, the researcher argues that there exists a significant effect of job training on organization performance at Somtel Telecommunication Company in Puntland, Somalia. Findings here indicate that there is a statistically significant effect between job training and performance, the researcher rejects the null hypothesis which indicated that there is no significant effect between job training on organization performance at Somtel Telecommunication Company in Puntland, Somalia.

#### 4.6 Objective Three: Effect of Job rotation on organization performance at Somtel Telecommunication Company in Puntland, Somalia

In order to fulfill the third specific research and determine the effect of job rotation on organization performance at Somtel Telecommunication company in Puntland, Somalia. The researcher conducted simple linear regression analysis to determine the nature and effect of job rotation on organization performance. The findings are provided in tabulations here under.

**Table 4.11: Effect of Job rotation on organization performance at Somtel Telecommunication company in Puntland, Somalia.**

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.562 <sup>a</sup>	.316	.311	.95604	
a. Predictors: (Constant), Job rotation						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.024	1	52.024	56.919	.000 <sup>b</sup>
	Residual	112.423	123	.914		
	Total	164.447	124			
a. Dependent Variable: Organisation Performance						
b. Predictors: (Constant), Job rotation						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.387	.456		.849	.008
	Job rotation	.947	.126	.562	7.544	.000
a. Dependent Variable: Organisation Performance						

**Source: Primary Data, 2022**

From table above; the value of the regression coefficient between job rotation and organization performance at Somtel Telecommunication Company in Puntland, Somalia, the r coefficient was computed to be at .562. This figure indicates that job rotation had a 56.2% effect on performance

Somtel Telecommunication Company. The standard error estimate of .95604 shows close scatter of the data.

Table further shows the analysis of variance (ANOVA) explains further the relationship between the independent variable (job rotation) and the dependent variable (organization performance). The significance level was 0.005 implying significant job rotation have a significant effect on organization performance.

The table further illustrates the regression analysis between job rotation and performance at Somtel Telecommunication Company in Puntland, Somalia. The regression analysis shows that the rate of performance that does not depend on job rotation was .387. The t values for the constant and  $\beta$  are (.849 and 7.544) respectively with their respective levels of significances as (.008 and .000) respectively. Since the level of significance was less than 0.05, the researcher argues that there exists a significant effect of job rotation and organization performance at Somtel Telecommunication Company in Puntland, Somalia. Findings here indicate that there is a statistically significant effect between job rotation and performance of Somtel Telecommunication Company Puntland Somalia, the researcher rejects the null hypothesis which indicated that there is no significant effect between job rotations on organization performance at Somtel Telecommunication Company in Puntland, Somalia.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter focused on the discussion of the findings, conclusion, recommendation, limitations, contribution to the study and areas of further research.

#### **5.1 Discussion of Findings**

Discussion of findings was done following the study objectives;

##### **5.1.1 Discussion of the Effect of promotion significantly affects organizational performance**

The findings revealed that there was a positive significant effect of promotion on organizational performance at Somtel Company. The results indicate a low significant effect of promotions on the performance of Somtel Company. This finding agrees with Baron (2012) who argued that promotion is a key factor in achieving fundamental improved performance of employees. He adds that without promotion organization performance is hard to achieve. The results are in agreement with those of Saud, et al., (2017) who noted that job promotion practices play a key role in promoting affective staff commitment and overall performance. In Uganda, Musenze, et al., (2019) indicated that job promotion positively affects staff performance. The findings agreed with those of Noor and Silitonga (2018) conducted a study on the relationship between job promotion and the performance of Pt. The population of the study was 93 employees and data were analyzed using descriptive and inferential statistics. The results indicated that job promotion had a significant effect on organizational commitment and organizational performance. The findings also agree with those of Rinny, et al., (2020) conducted a study on the relationship between job promotion and organization performance of Mercubuana University. The study adopted a quantitative approach, used questionnaires, and the population was employees in the University. However, convenience sampling was used in the selection of the sample size. The study found that job promotion has a significant effect on job satisfaction and employee performance.

### **5.1.2 Effect of job training on organizational performance at Somtel Company**

The findings indicated that job training had a statistically significant effect on organizational performance at Somtel Company Puntland, Somalia. This effect therefore implies that job training as a human resource development system contributes to organizational performance at Somtel Company Puntland, Somalia. This finding is in line with Cascio (2010) who noted that job training is a type of instruction using a vestibule, a small area away from the actual worksite, consisting of training equipment exactly duplicating the materials and equipment used on the job. The findings further agree with those of Brandit (2014) who contend that on-job trainings at work on job trainings with review of the forces that affect employees regardless of the size of the organization which are Work group influence, organization culture. Even in agreement with those of Langdon (2014) describes on-job training of employees in an organization has a direct impact on its service standards. For example, employees who lack drive, passion and commitment to their work may lack initiative, fail to meet target dates and show very little regard for the importance of value contribution in whatever they do. Also in agreement with Luis (2021) who considered on-job trainings as a training tool that asks the managers to asses a worker's on-job training .The rater asked to assess whether the employees exhibit certain on-job trainings like laziness, corporation and loyalty

### **5.1.3 Effect of job rotation on organizational performance at Somtel Company**

The findings indicated that job rotation had a positive statistically significantly effect on organizational performance at Somtel company Puntland, Somalia, this effect therefore implies that job rotation as a human resource development system has a moderate effect on organizational performance at Somtel company Puntland, Somalia. This finding is in line with Zeira (2016) who argued that job rotation is one of the many forms of on-the-job training and a formal effort at executive development. Individuals learn several different skills and perform each task for a specified time period. Job rotation permits individuals to gain experience in various phases of the business and, thus, broaden their perspective. The findings agree with those of Freeman (2021) who explains that by adopting and effecting HR development, organizations can produce the positive results in employee performance and can improve the organizational culture in a positive way. He also added that compensation, promotion and

performance evaluation and perceived employee performance are those three practices which are related with financial earning. Even in agreement with those of Rush (2021) who contend that several roles are played with in ensuring performance of Somtel through providing information and support to facilitate the human resource development is what is most important. There are a few basic roles for a supervisor in developing human resources

## **5.2 Conclusion**

### **5.2.1 Objective one; the effect of promotion significantly affects organizational performance**

The study findings indicate that promotions have a significant effect on organizational performance in Somtel Company. Based on the findings, the researcher conclude that job promotions if improved can generate the performance of Somtel telecommunication company, the study conclude further that promotions are an inducement to the generation of performance for Somtel company.

### **5.2.2 Objective one; the effect of job training on organizational performance**

The study results attained indicate that job training is a significant determinant for organization performance. The researcher concludes that the enhancement of training for the jobs can be an avenue for enhancing the performance functionality of the businesses. The study conclude that training in jobs can generate coherence in the performance, training upgrades and updates the employees with the system functionality significant in enabling the performance of the company.

### **5.2.3 Objective two; Effect of job rotation on organizational performance**

The findings indicate that job rotation has a positive significant effect on organization performance at Somtel Company. The study concludes that job rotation is a significant attempt to the inducement of the employees to perform in the organization. Job rotation mechanisms developed and designed signify the values provided to the generation of competencies in different field which salvages the employees towards the performance enhancements.



### **5.3 Recommendations**

From the study findings the following recommendations are drawn.

#### **5.3.1 Objective one promotion and organization performance**

The management needs to have promotions based on the employee performance in order to attain the value for the organizations and improve the funding effective role. The management of the organizations needs to establish a procedure for promotions in order to attain the value and reduce the challenges in the promotions of the employees. There is need for avenues of communication significant in enabling the performance of the employees to different tasks which enhances the employee's performance.

#### **5.3.2 Objective two job training and organization performance**

The management should ensure to maintain job training is stimulated to generate organizational performance. There is need for the development of policy implementations for training needed in enhancing the management of the employees. There is need for the assessment to attain trainings needed for the employees in the company. There is need for clear policies regarding training and development with opportunities to train under the compulsory practice of the company for all employees and/or on joining the company.

#### **5.3.3 Objective three job rotation and organization performance**

The management should ensure to maintain job rotation in order to improve organizational performance. There is need to improve the state of affairs in orientation of job rotation in order to attain values in rotation for employees. There is need for frequent and evaluated job rotations of the employees to enable them attain more skills that can serve different organizational requirements. There is need for effective monitoring of employees to enhance performance of the employees

### **5.4 Limitations**

The attitude of the respondents towards filling the questionnaire, some respondents were hesitant to fill the questionnaire. This was solved by availing them with the acceptance letter allowing

collecting data. Also the introductory letter from the college helped to identify me as a student conducting a research as a requirement for the course. These helped in attaining full response from all respondents.

Sensitivity of information; some respondents were reluctant to respond to some of the questions since they deal with financial information. The researcher, however, assured them of maximum confidentiality for them to provide all the required information.

Many researchers are biased when it comes to collecting data; in this case respondents too become biased hence withhold information. To avoid bias the researcher presented a letter of introduction indicating that the study is academic and information to be provided was kept confidential.

### **5.5 Contribution to knowledge**

One of the most prominent findings from this study is the fact that it has provided evidence to support the fact that human resource development can improve organizational performance in Somtel Company. The study contributes to the knowledge in the Somalia environment that job rotation if done properly is among the human resource development programs which significantly develop the organization efficiency for the purposes of attaining organizational performance at Somtel Company, Puntland, Somalia.

### **5.6 Areas of further study**

Because the subject area of study is wide and the researcher could not engage in all matters of the subject, recommend further research should be conducted in the following areas;

1. Effect of promotion on organizational performance.
2. Effects of job training strategies on organizational performance.
3. Effects of job rotation dimensions on organizational performance.

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## **APPENDICES**

### **APPENDIX 1: QUESTIONNAIRE**

I am a student of Kampala International University Main Campus conducting research as a requirement for the Master degree in human resource management. The title of my research is the impact of Human Resource Development and Organizational Performance case study of Somtel Telecommunication Company. The purpose of the study is to examine the impact of Human Resource Development and Organizational Performance.

A random method was use to select you and I am kindly requesting to answer my questions on behalf of those who were not selected. The information you give us was kept confidential and it was not revealed to any one and even your identity was not revealed when the findings were reported.

Thank you so much for agreeing to participate in this research.

Socio-economic background

#### **1. Gender**

\_\_\_\_\_ Female

\_\_\_\_\_ Male

#### **2. Age**

\_\_\_\_\_ 20-27 years

\_\_\_\_\_ 28-37 years

\_\_\_\_\_ 38-47 Years

\_\_\_\_\_ 48 years above

#### **3. Education level**

\_\_\_\_\_ Certificate

\_\_\_\_\_ Diploma

\_\_\_\_\_ Bachelors

\_\_\_\_\_ Masters and above

#### 4. Years of Experience

\_\_\_ 1-3 Years

\_\_\_ 4-6 Years

\_\_\_ 7 Years and above

#### Human Resource Development In Somtel Telecommunication Company .

Please rate the following items by using 1-5 (1= strongly agree, 2= agree, 3=Normal,4=disagree and 5=strongly disagree

We want to assess the level of Human Resource Development and Organizational Performance, so which level would you say the table below.

#### 2.1 Impact of Human Resource Development and Organizational Performance Assessment

##### 1 PART A: INDEPENDENT VARIABLE: 1 PROMOTION

Please rate the following items by using 1-5 (1= strongly agree, 2= agree, 3=Normal,4=disagree and 5=strongly disagree									
Statement		Agree		Strongly Agree	Normal	Disagree		Strongly disagree	
N/s	Rank one to five			1	2	3		4	5
1	Our organization recognizes the career growth needs of its employees								
2	Individuals in this organization have clear career path								
3	Our organization provides programs to assist balancing demands of families								

4	I would be very happy to spend the rest of my career with this organization					
5	We are motivated to work collectively towards achieving common goals					

**PART B: INDEPENDENT VARIABLE: 2 JOB TRAINING**

Please rate the following items by using 1-5 (1= strongly agree, 2= agree, 3=Normal,4=disagree and 5=strongly disagree

Statement		Agree	Strongly Agree	Normal	Disagree	Strongly disagree
N/s	Rank one to five	1	2	3	4	5
1	Firm provides formal training to promote skills to new hires as well as to promoted or existing employees.					
2	Firm provides employee on job training off job training					
3	Trained employees are more enthusiastic for giving their performance					
4	Training has boosted the employee morale within the organization					

5	Training rules and regulations are followed within the organization					
<b>PART C: INDEPENDENT VARIABLE: 3 JOB ROTATION</b>						
Please rate the following items by using 1-5 (1= strongly agree, 2= agree, 3=Normal,4=disagree and 5=strongly disagree						
Statement		Agree	Strongly Agree	Normal	Disagree	Strongly disagree
N/s	Rank one to five	1	2	3	4	5
1	It's a policy of the company for employees to be rotated					
2	The management periodically undertaken job rotation					
3	Job rotation is done on innovation purposes					
4	Job rotation improves employee morale at organization					
5	Job rotation increases employees performance in their workplace					

## 2.2. Organizational Performance

Please rate the following items by using 1-5 (1= strongly agree, 2= agree, 3=Normal,4=disagree and 5=strongly disagree)									
Organizational performance		Agree	Strongly agree	Natural		Disagree		Strongly disagree	
N/s	Rank one to five	1	2	3	4	5			
1	There is an increase in production percentage at the somtel telecommunication company								
2	The products/ services produced meet the standard quality								
3	The organization provide timely services to the customers								
4	The organization is competent in product innovations								
5	There is increase our organization customer in comparison previous year								
6	There is increase in sales in comparison previous year								
7	There is increase in profit in comparison previous year								
8	The organization services are of good reputation in the public								



## Appendix II: Research Budget

No.	ITEM	Quantity	Cost/Unit	Total cost
1.	Stationery	1 (ream)	20,000	20,000
2.	Printing & Binding	-	150,000	150,000
3.	Communication	-	10,0000	100,000
4.	Transport	-	200,000	200,000
5.	Lunch	20 days	20,000	400,000
6.	Research Assistants	4	150,000	600,000
7	Data Analysis	1	800,000	800,000
8.	Miscellaneous	-	400,000	400,000
<b>TOTAL</b>				<b>2,670,000</b>

### Appendix III: Work Plan for the Research Project

STAGE										
	Dec 2022			Jan-June 2023	July 2023	August 2023		September 2023		
Presentation										
Topic defense										
Proposal Writing										
Proposal corrections										
Proposal defence										
Data Collection										
Data Analysis										
Work in progress										
Submission for External & Internal Examination										
Viva defense										
Submission										