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# THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE (UNITED BOTTLING COMPANY CASE STUDY) IN MOGADISHU-SOMALIA

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## ABSTRACT

*The study focuses on the impact of training and development on employee performance at United Bottling Company in Mogadishu-Somalia. Accordingly, data was collected using a questionnaire. The study was limited to employees of UBC. The data was collected from 63 respondents subsequently; the findings revealed that working conditions and a lack of resources affect the training and development of employees. It is recommended that certain areas be improved, that is, management support, the provision of feedback to employees and the conducting of employee training on a continuous basis. The findings show that this would improve employee performance in the organization. On the other hand, the study also showed from the literature that there are strong positive relation between of training and development and employee performance.*

**KEY WORDS:** *Training, Development, Employee Performance.*

## 1. INTRODUCTION

Many business organizations in Somalia especially in Mogadishu face many problems from training and development of employees. these days many small business organizations have been established in Mogadishu. There is lack of integration between training and development of employee performance, also there is gap between theory and practice in the area of management. Therefore professional managers need more information about the system and the factors influence them.

Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance (Mozael, 2015).

To ensure that employees are equipped with the right

kind of skills, knowledge and abilities to perform their tasks, training and development play crucial role towards success of firm. By choosing the right type of training, the ensures that employees possess the right skills for firm, and the same need to be continuously updated in the follow up of the best and new HR practices (Vinesh, 2014).

The objectives of this study are to:-

1. Identifying major purposes of training, as well as the key of external and internal influences on training.
2. Finding out the importance of training and development in the organizations
3. Outlining and explaining the impact of employee performance policies and processes including assessment of training needs.

## 2. LITERATURE REVIEW

This section presents review articles about employee training and development on employee performance. After reviewing these article most of the studies the researchers found positive relation relationship between employee training and development and employee performance.

The main objective of this study is to know the essentiality of training and development in employee's performance and productivity to find out the benefits of training and development to find out the impacts of training and development on individuals performance and productivity. This used the quantitative approach for research. The populations for this study were the employees of Bahria town of Pakistan.. Sample size was 33 questionnaires were collected. Regression is used for data analysis with SPSS 16.0. The result showed that there is a strong optimistic relation among training and development of employees on their performance and productivity (Saba Habib, 2015).

In this study Training practices of Telecommunication Sector in Pakistan were examined to determine their impact on Employee performance. For this study 360, questionnaires had been distributed among the employees of five telecom companies. The study concludes that if organizations invest in right type of employee training it can enhance employee performance as well as competencies and skills (Afshan Sultana, 2012).

This study focuses on the impact of training and development on employee performance at ESCON. A random sampling method was used to select participants for this study, which adopted a quantitative approach. Accordingly, data was collected using a questionnaire. the findings revealed that working conditions and a lack of resources affect the training and development of employees (Franklin Dang Kum, 2014).

The focus of this study was to determine the impact of training and development on the employees' performance and effectiveness at District Five Administration Office, Addis Ababa, Ethiopia. In this study we employed cross sectional institutional based quantitative research method. Data were collected using Likert's scale tool from 100 employees after selecting participants using systematic random sampling technique. Ninety-four complete questionnaires with a response rate of 94% were considered during analysis. The study found that training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness (Abeba Mitiku Asfaw, 2015).

The main objective this paper was to investigate whether training and development has

impact on employees' performance and productivity. Data for the paper have been eighty questionnaires were distributed for the collection of data. Descriptive statistic tools SPSS were applied on the questionnaire to see the reliability and consistency. The Pearson correlation was used in study and Cronbach Alpha for each questionnaire was obtained. The result showed that there was significant relationship between the variables (Neelam Tahir, 2014).

The purpose of this study is to find out the impact of employee training and development on employee's performance. The statistical population of this study is Banking Sector of northern Punjab which covers 100 employees of 11 banks and data was collected through a questionnaire. Regression analysis was used through "SPSS" for data analysis. The results show that significant positive relationship exists between employee training and development and the employee performance (Naveed Ahmad, 2014).

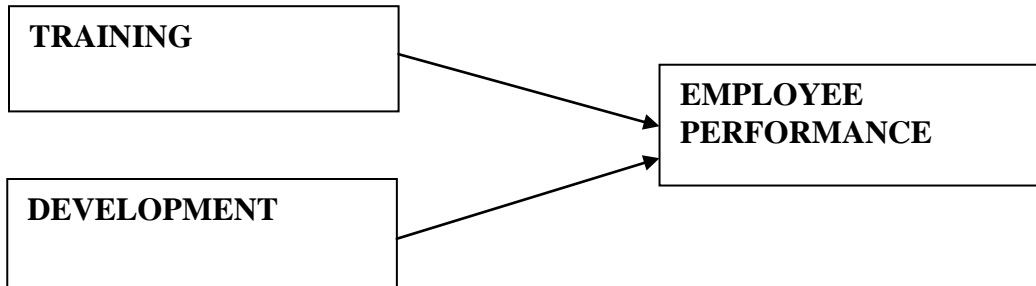
The main objective of this study is to visualize the importance of training for school teachers and analyzing its relationship between training and teachers' performance. Questionnaire is used for data collection. A complete involving 220 questionnaires have been dispersed amongst schools teachers of district Kotli AJ&K out of those 197 received with 90 percent turnover. SPSS used for data analysis. Results revealed significant and positive association between training and organization performance (AzaraShaheen, 2013).

The study objective is to investigate the relationship between the training and development strategies and its impact on organizational performance. Total 200 questionnaires were distributed, out of which 154 returned in which 136 were completely filled. This shows response rate up to 68%. Regression analysis was done in this study. The finding of the study revealed the situation of training and development in Pakistan and showed that majority of the employees satisfied with the strategic T&D of the firm (Raza, 2014).

This study is being carried out taking into consideration the significance of both Training & Development (T & D) and Employee Performance for the businesses at all levels and in all sectors Data collection was done taking sample size of 150 employees while receiving 104 valid responses using convenience & referral sampling. Analysis was done through the application of frequency tests & bar charts on the response rates in SPSS. The study concluded up with T & D positively impacting the employees' performance in the banks of Pakistan (Muhammad Imran, 2015).

Therefore the researchers generated the following hypothesis.

### CONCEPTUAL FRAMEWORK



**H1:** there is positive relationship between employee training and employee performance at united bottling company in Mogadishu-Somalia

**H2:** there is positive relationship between employee development and employee performance at united bottling company in Mogadishu-Somalia

### 3. METHODOLOGY

This study was employed through case study approach to describe, compare or explain individual and societal knowledge, feelings or values, preferences and behavior. This study was conducted through case study to examine the relationship between employee training and development and employee performance; the study utilized regression, correlation analysis to answer the research objectives and to test the research hypothesis.

The researchers utilized convenient sampling to collect 63 respondents from United Bottling Company in Mogadishu-Somalia, employees

of this Company were provided a questionnaire with three main construct which measuring training, development and employee performance.

### DATA ANALYSIS AND DISCUSSION DEMOGRAPHIC PROFILE

According to the gender respondents 93.7% were male while 6.3% was female; and this shows the male domination in this sector Somalia. 42.9% of the respondent's age was between 20-30 years old, 49.2% were teachers between 31--40 years old, 4.8% of the respondents reported that they are between 41-50 years while only 3.2% were 51-60 years old. 31.7% of the respondents had diploma certificate, 36.5% were bachelor degree, 14.3% were master degree level, and while 17.5% had informal education. Marital status of the respondents, 28.6% were single, while 71.4% were married. In terms of experience 20.6% were only had six months, 39.7% were one year, while 39.7% had 2 years and above.

**PROFILE OF THE RESPONDENTS**

Variable	Frequency	Percentage
<b>Gender</b>		
Male	59	93.7
Female	4	6.3
Total	63	100.0
<b>Age</b>		
20-30	27	42.9
31-40	31	49.2
41-50	3	4.8
51-63	2	3.2
Total	63	100.0
<b>Education Level</b>		
Diploma	20	31.7
Bachelor	23	36.5
Master	9	14.3
Others	11	17.5
Totals	63	100.0
<b>Marital status</b>		
Single	18	28.6
Married	45	71.4
Total	63	100.0
<b>Experience</b>		
6 Months	13	20.6
1 year	25	39.7
2 and above	25	39.7
Total	63	100.0

A table 3 show the result of correlation analyzes of the relationships among training, development, and an employee performance .Firs objective was to identify the effect of training on employee performance. Thus training has positive relationship with employee performance( $r=.976$  and  $p<0.00$ ). Training actively participates with employee performance. Companies which train employee tend

to enhance performance at manufacturing firms in Mogadishu, Somalia.

The second objective of this study was to identify the relationship between development employee performances at manufacturing firms in Mogadishu, Somalia. Development has positive effect on employee performance( $r=.963$  and  $p<0.00$ ).

**Correlation between the variables**

No	Variables	Mean	SD	1	2	3
1	Training	1.6889	.73684	1		
2	Development	1.8571	.69508	.928	1	
3	Employee performance	1.8063	.67582	.976	.963	1

**Regression Analysis:-**

This study investigated the impact of training and development on employee performance in manufacturing firms in Mogadishu, Somalia. The researchers checked regression hypothesis before taking place to further analysis. The dependent variable employee performance was normally distributed across all independent variable. Two

hypotheses were developed after reviewing the literature, to test the research hypotheses were employed the linear regression analysis; H1 confirmed that there is significance relationship between employee training and employee performance at manufacturing firms in Mogadishu-

Somalia. H2 stated that there is positive relationship between development and employee performance.

The result of regression analysis shown in below table shows that employee training and

development had positive relationship with employee performance at manufacturing Firms in Mogadishu, Somalia.

**Regression Analyzes**

Variables	Beta	t-value	Standard error	Results
Training	.589	.049	.000	H1 Accepted
Development	.417	.052	.000	H2 Accepted
R	.988			
R Square	.976			
Adjusted R Square	.975			

**DISCUSSION**

This study investigated the impact of training and development on employee performance in manufacturing firms in Mogadishu, Somalia; the paper had two main objectives which are: 1) was to identify the effect of training on employee performance 2) to identify the relationship between development employee performances at manufacturing firms in Mogadishu, Somalia. The researchers employed convenient sampling to collect 63 respondents from united bottling company which produces coca cola drinks Mogadishu; employees of this firm were provided with a questionnaire.

The findings of the study discovered that there is a strong positive relationship between the two variables indicating in training and development given to have a significant effect on profitability. This means that when the training and development is poor then the level of employee performance should be low.

The findings of the study confirmed clear of training could bring positive when developing and executing training plans to meet employee development.

**CONCLUSION AND RECOMMENDATION**

The study results show that there is a strong optimistic relation among training and development of employees and their performance. Employees find training and development beneficial for their performance. The findings helped the management to concentrate towards the T&D as to improve the required skills of the employees which are important for the organizational performance.

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