Research Paper

The Effect of Job Training on Employee Retention in Somalia

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ABSTRACT : *Employee retention is a fundamental perspective for each organization with respect to competitive advantage because human capital is the most basic resource in the world. As a result, organizations are increasingly focusing on employee retention. The purpose of the study is to determine the effect of job training on employee retention in three Telecommunication companies in Somalia. The study was conducted Questionnaire with a perspective on improving Employee retention in three Telecommunication companies in Somalia. The main objectives of the study were to; to examine the relationship between job instruction and employee retention in three Telecommunication companies in Somalia, to assess the effect of job rotation on employee retention in three Telecommunication companies in Somalia and to analyses the relationship between coaching and mentoring and employee retention in three Telecommunication companies in Somalia. The sample size was 150 respondents from the population of 260 employees of three telecommunication companies in Somalia, namely: SOMTEL, NATION LINK and HORMUUD in Somalia. The methods of data collection were as follows: Using a questionnaire, the researcher used to collect quantitative data from selected respondents. Besides, there was a large population and time is constrained, the selecting of this study has been guided by the nature of the data to be collected. The results showed a positive significant relationship between job instruction and employee retention $r = .940^{**}$, p-value = 0.000, a positive relationship between job rotation and employee retention $r = .561^{**}$, p-value = 0.231 and a positive significant relationship between coaching, mentoring and employee retention $r = .402^{**}$, p-value = .004 when tested at 95% confidence interval. Finally, the researcher recommends that employee effectiveness and commitment, management of the institutions should formulate strategies to establish employee training policy in order to improve their employee performance and employe retention.*
KEYWORDS: *Somalia, job training, job instruction, job rotation, coaching and mentoring and employee retention*

I.   INTRODUCTION

In the global context, employee retention has been considered extremely important for the overall performance of most companies. Most companies are judged by how they retain their employees because when they stay in the business, their performance improves automatically. The high retention rate ensures High retention rate ensures that competent workers are retained through providing them with superior environment that will increase their performance at individual levels. Globally, it is estimated that 42 milllion or one out of four, workeres will be left their jobs in 2018, which nearly seventy percent, or three-fourths, of that turnover can be prevented by employers. Employer's pays $ 600 billion in turnover prices in 2018 and will expect that range of extend to $ 680 billion by 2020 (Workers Institute Retention Report, 2018).Training is considered to be the most important factor that can help to keep skilled employees in the organization. Therefore, to understand the effect of training, the study should help organizations maintain their skilled employees, thereby reducing turnover in most firms(Hassan, Razi, Qamar, Jaffir, & Suhail, 2013).

In the era of technological change, it is useful to develop the skills of employees so that companies remain competitive (Chen, 2014). Training should be viewed as a planned intervention designed to improve individual work performance, leading to individual performance and retention. Training is an important part of the human resource management practices used for employee development and retention, based on the different forms of training provided to employees, such as vocational training, job training, general and specific training. It is therefore important that companies use training to retain competent employees. However, it is unclear whether developing countries in Africa view training as an employee development strategy to promote employee retention, which motivated this study.

In developing countries in Africa, such as Senegal, Ghana, and Nigeria, the issue of employee retention is of great concern to business leaders(Ldama & Bazza, 2015). Indeed, all organizations are configured to achieve specific goals and human resources are the most important resource for achieving the goals. To keep employees, it takes motivation. The factors that motivate employees to stay in their jobs are essential because they affect the performance of the organization. In fact, trained employees allow organizations to gain a competitive advantage. This is consistent with (Awolusi, 2013),that a highly motivated person works hard to achieve the organization's goals, given their abilities and understanding of the work. Bankers have views on what motivates employees to stay in their jobs. Monetary incentives are common motivators in Nigerian banks, such as end-of-year bonuses and housing subsidies for block employees.As a result, the money attracted and retained employees in the Nigerian banking sector. This has determined the relative stability of banking operations in Nigeria.

Among the countries in the Horn of Africa, including Ethiopia and Eritrea, companies have used training to address the problem of retention of their employees. For example, in Ethiopia, a study was conducted to determine the impact of training and professional development on the performance and effectiveness of employees in the Addis Ababa District 5 Administrative Office (Ethiopia). This study used the quantitative method of institutional quantitative research. After selecting participants using a random systematic sampling technique, data were collected from 100 employees using the Likert Scale Tool. During the analysis, 94 completed questionnaires were analyzed with a 94% response rate. The survey showed that training and development were positively correlated, with a statistically significant relationship between employee performance and effectiveness. which promotes employee retention in organizations (Abeba Mitiku Asfaw, 2015).

In Somalia, most studies are conducted on the effect of training of on employee performance and a few are within the era of training and employee performance. For instance, (Ibrahim & Dahie, 2016), conducted a study on the impact of training and development on worker performance (case study of a joint bottling company) in Mogadishu-Somalia. Their study found out that working consideration and a lack of resource affect the training and development of employee. It is recommended that certain areas be improved, that is, management financial backing, the provision of feedback to employees and the conducting of employee training on a continuous basis. On the other hand the study conjointly showed within the literature that there's a powerful positive relationship between training and development and employee performance. However, existing studies in Somalia failed to address job training and its effects on employee retention that left an academic conducting the study examining the results of retention training on employees. As a result, the study examined the impact of job training on employee retention, particularly in the telecommunications sector in Somalia.

The telecommunications sector has had a positive impact on Somalia's economy despite the lack of regulation. This creates the need to retain a skilled workforce to strengthen this growing sector and improve the country's development. Currently there are about 11 certified local operators whose networks cover the whole country. The most important name is Somtel, Golis, Nation Link, and Hormuud Telecom, which are the first private carriers established in Somalia in 1994, with annual sales of $ 40 million. Most telecommunications companies offer landline services for about $ 10 a month, using free and unlimited local calls. International calls cost 50 cents per minute and internet browsing 50 cents per hour. This makes it the cheapest offer in Africa. However, telecommunications companies are not exclusively engaged in competition. They also worked together (Oligopoly) to maintain their network and set prices to maintain a healthy competition(Measuring the Information Society Report, 2018).However, only SOMTEL, NATION LINK and HORMUUD were selected for this study in this study.

II. LITERATURE REVIEW

This section presents a review of the literature on the topic in question, the effect of job training on employee retention. In our study, employee retention is a dependent variable while job training is independent Variable with independent variable as types of job training and outcomes of training and intervening variables are job instruction, job rotation and coaching and mentoring.

Malaolu and Ogbuabor, (2013), assert that in today's world, where cycles of generation and consumer habits are diminishing, it is becoming increasingly necessary for the company to upgrade employee experience and skills. Employees are relying on acquiring new skills and knowledge in this context to develop and enhance their jobs. It is very important for them to think they are learning, improving and engaging with the industry. As a result, businesses that offer training and education programs can hold a aggressive area even as at the same time turning into extra proactive in pleasurable and keeping their treasured personnel. Similarly, groups benefit from these schooling packages via enhancing their competitive benefit, efficiency and profitability (Al-sharafi, H., Hassan, M. E. M., & Alam, 2018).

Moncarz, E., Zhao, J and Christine Kay,(2009), Investigated U.S. employee retention policies and programs and also explored the effect of the management company's employee turnover plan. It has been pointed out that the introduction of HR activities within the enterprise results in a completely different level of productivity for managers and non-managers. The results showed that employee retention outside management is influenced by work culture, recruitment, promotion and training. In addition, mission, management, rewards, recognition, and compensation of the organization tend to reduce the turnover rate of non-executive personnel. Recruitment and promotion are one of the factors listed above that affect executive retention. After careful analysis of the data, it was concluded that effective loyalty plans would continue to ensure loyalty and employee satisfaction, and would be beneficial to both employees and employers.

According to Samganakkan,(2010), In his article identified human resource management practices as training, assessment, and more. They have an impact on the worker, his reason for living and his motivation According to his research; education is a key factor in motivating workers. He said compensation is a critical issue for the organization's success, so it must be compensation that encourages workers to work within the organization. It is critical for an organization to maintain a low turnover rate

Shoaibu, M., Noor, A., Tirmizi, S. R., And Bashir, (2009), examined the impact of various human resource policies on employee retention in the telecommunications sector of Pakistan. The results of the survey have a positive influence on the variables taken into consideration: supervisor support, benefits, work-life balance policy, work environment and job prospects and the retention of employees in the telecommunications sector. The researchers concluded that proper implementation of the above factors would help to target people in the organization.
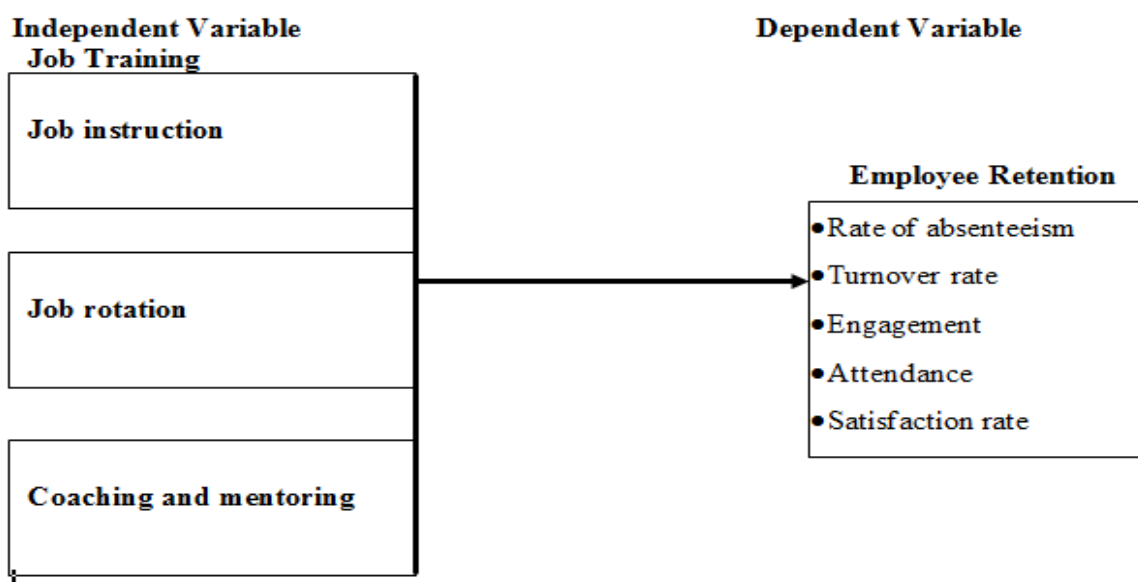
George, (2015) Conducted a study to determine why experts stay in their organizations. He concluded that training and development are intently related to employee retention, amongst other factors. A recent study by (Huang, W.-R. & Su, 2016), aims to investigate the impact of satisfaction with vocational training, with the intention of resigning employees. They also considered the role of mediation for job satisfaction in the previous report. As a result, it was confirmed that the relationship between job satisfaction and change intention is negative. The results also showed that job satisfaction measures measured relationships.

According to Raza, (2015), education and employee development is currently one of the primary issues of the problem, because it helps organizations in different ways.. The daily performance of the organisation and the each day protection need to be accomplished through a few workers or employees. And this can simplest be performed if an adequate training and development consultation is prepared for employees. Training and improvement will surely boom worker overall performance. It's like a root to a higher result or achievement. It's extraordinarily essential for any kind of commercial enterprise, whether it's a small center business with 4 or 5 employees or a large, multi-employee company. But the bottom line is that training and development are needed in all organizations to avoid any misleading activity in the future.

Malaolu and Ogbuabor,(2013), arguing that on - the-job training is the technique used to learn specific skills while a man or a woman is employed. Training in the workplace is needed to improve the overall performance of a group of staff whose educational qualifications are inadequate when working in particular in a scenario of excessive scarcity of hard work.(Richard O. C. & Johnson, 2001), off job training is that in a truly extraordinary area the technique of acquiring skills and understanding is more than the administrative core of the worker. It is made up of conversation, individual presentations, seminars, research, workshops and training courses. This helps people to move away from their major work to another location. The benefit is that oncons can be expressedt(Okanya, 2008). This type of coaching provides the chance to develop knowledge and skills that may be learned and practiced during a safe and supportive atmosphere.

III.   CONCEPTUAL FRAMEWORK

After the careful study of literature Review, the following conceptual model is formulated to illustrate the relationship between job training with its measurements of employee retention.

The above-conceptual framework show that the three dimensions of training which include job instruction, job rotation and coaching and mentoring have an influence on retention. This means that job instruction, job rotation and coaching and mentoring can influence the level of employee absenteeism, turnover, engagement, attendance and satisfaction.

IV. METHODOLOGY

3.1 Research Design

The population of this study derived from telecommunication sector in Mogadishu-Somalia, and therefore the target of the population is unknown because their employees reach thousands of employees and the researchers cannot investigate these huge populations. However the researchers divide the population into three categories: top management, middle management and lower level employees. Researchers targeted on low-level employee.

3.2 Research Population

3.2.1 Sample Size

In the sample size, the researcher decides to require a sample of concerning 150 lower-level employees within the 3 telecommunications firms. the explanation the researcher selected this sample is that the previous researchers selected a sample between 100 up to 250 (Dr John Ldama1& Dr Mohammed Isah Bazza2, 2015).The researcher take sample size a hundred and fifty respondents, therefore 150 respondents divided in three telecommunication company in Mogadishu-Somalia consistent with their customers as follows: 55 of total respondents were taken from workers of Hormuud, 50 of total respondents were taken from employee of Somtel and 45 of total respondents were taken from employee of Nation link.

3.2.2 Sample Procedures

This study used techniques for non-probability sampling and intentional sampling to select sample sizes. In deliberate sampling, researchers consciously decide who was included the sample. The purpose of intentional sampling is to enable the collection of specific information. It is preferable to this study because of its effectiveness, especially because it saves time and money.

3.3 Research Instrument

This study used a questionnaire as a data collection for each article that the respondent should have received in writing (Sekaran, U., & Bougie, 2013). The main purpose of the questionnaire was to gather a lot of information over a given period. As they were adequate if the population was large and the time limited, the choice of this survey was guided by the nature of the data that was collected; a questionnaire tool was used to collect quantitative data from selected respondents, data from the self-administered questionnaire completed (SAQ), the questionnaire was created and developed throughout the process. First the researchers was readed the literature on this area to learn how to create a questionnaire. Secondly after formulating a questionnaire for researchers, and thirdly, pilot test was carried out.

3.4 Reliability and Validity of the Instrument

The researchers committed to maintaining the reliability and validity of the study by testing the reliability and validity of the tool. Reliability refers to the extent to which the technique or technique of data collection was produced consistent results, other researchers made a similar observation or come to a conclusion, or if there is transparency in the way the meaning data was obtained in bulk (Saunders, M., Lewis, P., & Thornhill, 2009),In this way, the research team was use the Reliability Test Demonstration Test to maintain the consistency and validity of the tool by assisting with the Social Science Statistics Package (SPSS Version 20.0). Validity refers to the extent to which the data collection method (s) accurately measures what it is intended to measure or to what extent the research results actually refer to what is said to be (Saunders, et al, 2009),Thus, to establish validity, three experts was evaluated the intention of this learning.

3.5 Data Gathering Procedures

The survey collected data from 150 respondents from three telecommunications companies in Mogadishu, Somalia. Data was collected manually and researchers were responsible for this collection. For example, researchers were suggested to work with respondents to properly complete the questionnaire.

3.6 Data Analysis

The analysis of quantitative data was carried out in this study, the research tool of this study being an interrogator, a descriptive statistic was realized in this study, because it can use our objectives, a descriptive analysis: it was used To measure the central trends, the correlation in order to test the relationship between the variable, we were also used the reliability test for the internal consistency of the articles or questionnaire. The Statistical Package for Social Sciences (SPSS) version 20.0 was used to analyze the data collection of this study because it is not easy to manually analyze the data collected in a study without using a statistical package.

V.   RESULT AND DISCUSSION
DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

This section provides basic information on the respondents who participated in the survey. The purpose of this basic information is to know the characteristics of the respondents, indicating that this study focuses on population distribution.

TABLE 4.1.1: SHOWING THE DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

The total number of respondents of this study was 150 workers in the selected telecom companies in Somalia. In terms of gender 100 out of 150 was male which means 66.7% while 50 of respondents was female out the total which means 33.3%. According to this result the workers of Civil Servant dominated by male. According to the marital status of respondents 92 were married and the 58 remaining out of 150 were single. On average 61.3% and 38.7% was married and single respectively.

In the age group of this study was categorized into four groups such: - 72 of the respondents their age between20-30 which means 48.0%. Also the age 44 of respondents lies 31-40 of the total of respondents on average is 29.3%. The age 25 of the respondents was between 41-50, in percentage is equivalent 16.7%. Lastly, the remaining respondent's age was above 50 years which means 6%. According the age groups of the Civil Servant employees mostly their age lies 20-30 years. This result shows 48.0% of Civil servant employees are youth. In terms of qualification 45.3% of the respondents were bachelor, 12.7% were diploma, 20.0**%** were master and 19.3% were secondary. Also 2.7 were primary.

In term of employee experience 33.3% were one-year experience, 43.3% were employee experience are two year, 21.3% were three-year experience, 2% were above 4 years' experience. In term of position 24.7% were team leader, 45.3% were direct, 30% were assistant.

TABLE 4.1: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Demographic profile	Frequencies	Percentage
1. Gender		
Male	100	**66.7%**
Female	50	37.5
Total	**150**	**100.0**
2. Age		
20- 30	72	**48.0%**
31-40	44	**29.3%**
41-50	25	**16.7%**
51 above	9	**6.0%**
Total	**150**	**100.0**
3. Educational Level		

Master	30	20%
Bachelor	48	45.3%
Diploma	19	12.7%
Secondary	29	19.3%
Others	4	2.7%
Total	**150**	**100.0**
4. Marital Status		
Single	58	**38.7%**
Married	92	**61.3%**
Total	**150**	**100.0**
5. Experience		
One year	50	33.3%
Two year	45	43.3%
Three year	32	21.3%
Above	3	2.0%
Total	**150**	**100.0**
6. Firm's age		
Less than 15 years	37	24.7%
Above 15 years	68	45.3%
Less than 3 years	45	30.0%
Total	**150**	**100.0**

4.2 DATA PRESENTATION AND ANALYSIS
IV: Training
Job instruction
        Table 4.2.1 shows that the majority disagreed when asked respondents about the fact that the organization has applicable training and development policies for all employees (average = 2.26) , Std = 0.96). Respondents were also asked if their superiors told employees if they were working on training, many of which did not agree (mean = 1.91, standard deviation = 0.85). If employees arrive after the end of the training, the supervisor was not even agree with the majority when asked if they encourage them to share what they have learned with other employees (average 230, Std = 1.25). When the group asked if training and development were related to our business strategy, the majority of those interviewed disagreed (media = 1.97, standard deviation = 0.84). Most interviewees disagree (media = 2.01, standard = 1.15) when asked if the organization has a complete training and development department with skilled professionals.

Job rotation
        Table 4.2.1 showed that when respondents were asked whether supervisors transfer employees from one department to another, majority of them disagreed (Mean = 2.20, Std = 1.05). Most respondents disagree when asked if the manager changes from one employee to another (mean = 2.05, standard deviation = 0.98). Most respondents are opposed when asked if supervisors change positions in the same department (mean = 2.05, standard deviation = 1.19). Most of the respondents disagree (support = 2.03, std = 0.971) when asked if they want to change the employee's working hours. Most respondents disagree when asked if their supervisors allow work shifts to reduce boredom at work (support = 1.93, standard = 0.75).

Coaching and Mentoring
        Table 4.2.1 indicated that when respondents were asked whether their managers develop new skills in employees, majority of them disagreed (Mean = 1.58, Std = .546). Majority of the respondents disagreed when asked whether their managers develop confidence in employees (Mean = 1.83, Std = .587). Majority of the respondents disagreed when asked whether their managers focus on long-terms achievement of employees (Mean = 2.12, Std = .640). Majority of the respondents disagreed when asked whether their managers develop person to be productive at the work place (Mean = 2.09, Std = .888). Majority of the respondents disagreed when asked whether their supervisors share experience with learners for job performance (Mean = 1.78, Std = .652).

TABLE 4.2.1 DESCRIPTIVE FOR TRAINING ITEMS

N_o	Variables	Mean	SD
Job Instruction			
1	My organization has training and development policies that apply to all employees.	2.26	.96
2	Your supervisor will inform your employees if your work is based on the training provided.	1.91	.85
3	If employees arrive after completion of training, supervisors will encourage them to share what they have learned with other employees.	2.30	1.25
4	My organization links training and development to our corporate strategy.	1.97	.84
5	My organization has a comprehensive training and development department made up of talented professionals	2.01	1.15
Job rotation			
6	Supervisors transfer employees from one department to another	2.20	1.05
7	Supervisors change employees from one organisation to another	2.05	.98
8	Supervisors change employee positions in the same department	2.05	1.19
9	Supervisor change employee working hours	2.03	.971
10	Supervisors allow us to work in shifts to reduce work boredoms	1.93	.755
Coaching and Mentoring			
1	Our managers develop new skills in employees	1.58	.546
2	Our managers develop confidence in employees	1.83	.587
3	Our managers focus on long-terms achievement of employees	2.12	.640
4	Our managers develop person to be productive at the work place	2.09	.888
5	Supervisors share experience with learners for job performance	1.78	.652

DV: EMPLOYEE RETENTION

According to the table 4.2.3 presented the mean index, Santander deviation, and interpretation of the result with the all question asked for the respondent for the Dependent Variable (DV), and researchers, ware analysis here the interpretation of the respondent's answers. So far, the first question has mean index 2.26 and Standard deviation 1.13 which shows that respondents denoted that they are Agree in this question. The second question obtained mean 1.95, standard deviation of 0.83and interpretation of this question ware disagree. The third question has 2.26 mean index and standard deviation 0.93for interpreting that they agree for this question. The mean index for 4th question was 1.88; standard deviation of 0.81and the respondents denotes Disagree in this question. The 5th question was scored mean 2.29 and standard deviation of 1.24 in according of the interpretation respondents denotes Agree. The 6th question obtained mean 1.95, standard deviation of 0.86 and interpretation of this question ware Disagree.

NO	Variables	Mean	SD
1	The treatment of employee rights at the first critical stage of employment has been shown to improve retention rates.	2.26	1.13
2	Training and development are key elements in order for employees to grow and work longer in your organization.	1.95	.83
3	If you hire the right employees, the opportunity is good, he will engage and engage with your organization and be happy with his work.	2.26	.93
4	Effective communication ensures that employees want to be with your organization.	1.88	.81
5	To get the most out of all your employees. Find out what motivates different generations of an organization.	2.29	1.24
6	Provide employees with the resources and training needed to realize potential organizational efforts	1.95	.86

CORRELATION ANALYSIS

Table 4.3 showed a positive significant relationship between job instruction and retention. The results showed r = .940[**], p-value = 0.000 < 0.05 critical value of significance.

There was a negative relationship between job rotation and retention. The results showed r = .561[**], p-value = 0.231 > 0.05 critical value of significance.

There was positive significant relationship between coaching and mentoring and retention. The results showed r = .402[**], p-value = .004 when tested at 95% confidence interval.

Table 4.3: correlation between independent and dependent variables

		Job Instruction	Job Rotation	Coaching & Mentoring	Retention
Job Instruction	Pearson Correlation	.535[**]	1		
	Sig. (2-tailed)	.000			
	N	150	150		
Job Rotation	Pearson Correlation	.420[**]	.010	1	
	Sig. (2-tailed)	.002	.945		
	N	150	150	150	
Coaching and Mentoring	Pearson Correlation	.326[*]	.600[**]	.042	
	Sig. (2-tailed)	.021	.000	.771	
	N	150	150	150	
Retention	Pearson Correlation	.940[**]	.561[**]	.402[**]	1
	Sig. (2-tailed)	.000	.231	.004	
	N	150	150	150	150

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

VI.   DISCUSSION

The Table showed a positive significant relationship between job instruction and employee retention in Mogadishu-Somalia. The results showed (r = .940, p-value < 0.05, N = 150). There was a positive relationship between job rotation and employee retention in Mogadishu-Somalia. The results showed (r = .561, p-value = 0.231 > 0.05, N = 150). There was positive significant relationship between coaching and mentoring and retention in Mogadishu-Somalia. The results showed (r = .402, p-value = 0.04 > 0.05, N = 150).when tested at 95% confidence interval. The study reveals that all aspects of job rotation, job instruction, coaching and mentoring have a significant positive correlation with employee retention rates. This findings is supported by George, (2015) Conducted a study to determine why experts stay in their organizations. He concluded that training and development are intently related to employee retention, amongst other factors. Also our findings is supported by Chen, (2014), Training should be viewed as a planned intervention designed to improve individual work performance, leading to individual performance and retention. Training is an important part of the human resource management practices used for employee development and retention, based on the different forms of training provided to employees, such as vocational training, job training, general and specific training. It is therefore important that companies use training to retain competent employees.

VII.   CONCLUSION

According to our study and research, we conclude with the answers obtained by distributing the questionnaire to current employees in the telecommunications field. Most men and women want to receive advanced job training, so it is clear that they have some skills they need to maintain their profession, but they also need to acquire more developmental skills that can help to main their job for a long time. The study confirmed that there is a positive relationship between job training has a positive impact on employee retention in some selected telecommunication companies in Mogadishu, Somalia. According to the literature, we demonstrate that paid well, promoted, Trusted, job instructions, job rotation, coaching, and mentoring are important variables that lead to employee retention.

RECOMMENDATIONS

We recommend the following to the stakeholders:

➢ Employee effectiveness and commitment, management of the institutions should formulate strategies to establish employee training policy in order to improve their employee performance and employe retention.

➢ The companies should improve their employee training program in line with the present educational and technological changes in order to offer relevant training.

➢ The companies should also establish more training programs for improvement of employees' retention in the organization for long term.

➢ Training-needs assessment should also be conducted to determine gaps in knowledge that must be filled through coaching the employees

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