

**EMPLOYEE TRAINING AND STAFF COMMITMENT, A CASE OF SOMTEL  
COMPANY BOSASO PUNTLAND SOMALIA**

**BY**

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**2022-08-11686**

**A RESEARCH DISSERTATION SUBMITTED TO COLLEGE OF ECONOMICS AND  
MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF A MASTER DEGREE OF BUSINESS  
ADMINISTRATION- MANAGEMENT OF  
KAMPALA INTERNATIONAL  
UNIVERSITY**

**OCTOBER, 2024**

## DECLARATION

I hereby declare that this research dissertation on “Employee training and staff commitment, a case of Somtel telecom Bosaso Puntland Somalia“ is my original work and has not been presented for any award at nay university or institution of learning.

Sign.  ..... Date...12-11-2024.....

## APPROVAL

I certify that the dissertation of Yahye Abdirahman Ibrahim entitled Employee training and staff commitment, a case of Somtel telecom Bosaso Puntland Somalia” has been done under my supervision.



Dr. Tukundane Benson  
Supervisor



Date

## **DEDICATION**

I am grateful to my mother and parents, in particular, for helping me to appreciate the importance of education. Without your unwavering love and support, brothers and sisters, as my extended family, I never would have become the second-best model in the world that I am today.

## **ACKNOWLEDGEMENT**

My gratitude for God's compassion, mercy, and wonderful providence in my life during my studies at this school cannot be adequately expressed through words.

I will always remember my supervisor, Dr. Tukundane Benson, whose helpful advice and constructive criticism have been a huge assistance to me.

However, I would want to express my gratitude to the administration of the school and my professors, who helped me with my studies at every stage I have experienced. May God continue to bless you both.

I would like to express my sincere gratitude to my siblings for their financial and social support of my academic endeavors, as well as to my colleagues, friends, and anyone whose names I am unable to mention. May God bless you all.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>i</b>
<b>APPROVAL</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>TABLE OF CONTENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>xi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.0 Introduction.....	1
1.1 Background of the Study.....	1
1.1.1 Historical Perspective .....	1
1.1.2 Theoretical perspective .....	3
1.1.3 Conceptual Perspective .....	4
1.1.4 Contextual Perspective.....	5
1.2 Statement of the Problem .....	6
1.3 Purpose of the study .....	7
1.5 Research Questions .....	7
1.6 Research Hypotheses .....	7
1.7 Scope of the study .....	8
1.7.1 Geographical Scope .....	8
1.7.2 Content Scope .....	8
1.7.3 Time Scope.....	8

1.8 Significance of the study.....	8
1.9 Operational Definition of key terms .....	9
<b>CHAPTER TWO .....</b>	<b>11</b>
<b>LITERATURE REVIEW.....</b>	<b>11</b>
2.0 Introduction.....	11
2.1 Theoretical Review .....	11
2.2 Conceptual Framework.....	13
2.3 Empirical Review.....	14
2.3.1 Employee Orientation and Staff Commitment.....	14
2.3.2 Employee Mentoring and staff commitment.....	17
2.3.3 Employee Apprenticeship and Employee Performance.....	21
2.4 Research Gap .....	25
<b>CHAPTER THREE .....</b>	<b>27</b>
<b>METHODOLOGY.....</b>	<b>27</b>
3.0 Introduction.....	27
3.1 Research approach .....	27
3.2 Research Design.....	27
3.3 Study Population .....	28
3.4 Sample Size.....	28
3.5 Sample selection .....	28
3.6 Data Collection Instrument .....	29
3.6.1 Questionnaire .....	29
3.6.2 Interview Guide.....	29

3.7 Data Quality Control.....	30
3.7.1 Validity of the Questionnaire .....	30
3.7.2 Reliability of the Questionnaire .....	30
3.8 Data Gathering Procedure.....	31
3.9 Data Analysis .....	31
3.10 Ethical Considerations .....	32
<b>CHAPTER FOUR.....</b>	<b>33</b>
<b>PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.....</b>	<b>33</b>
4.0 Introduction.....	33
4.1 Rate of Response.....	33
4.2 Demographic Characteristics .....	34
4.2.1 Gender .....	34
4.2.2 Age of Respondents .....	35
4.2.3 Respondents' Level of Education.....	35
4.2.4 Marital Status .....	36
4.2.5 Working experience of respondents .....	37
4.3 Objective 1: Orientation and Staff Commitment in Somtel Bosaso Puntland Somalia.....	37
4.3.1 Descriptive statistics on employee orientation in Somtel Bosaso Puntland Somalia ..	38
4.3.2 Detailed data on employee dedication at Somtel Bosaso Puntland, Somalia .....	40
4.3.3 A regression study was conducted in Somtel Bosaso Puntland, Somalia, to examine the impact of employee orientation on staff commitment. ....	43
4.4 Objective 2: Staff commitment in Somtel Bosaso Puntland, Somalia, through employee mentorship.....	44
4.4.1 Detailed data on employee mentorship in Puntland, Somalia's Somtel Bosaso .....	45



4.4.2 A regression analysis examining how staff commitment is impacted by employee mentorship at Somtel Bosaso Puntland, Somalia .....	48
4.5 Objective 3: Staff Apprenticeship and Staff Commitment in Somtel Bosaso Puntland Somalia .....	49
4.5.1 Staff apprenticeship in Somtel Bosaso Puntland, Somalia: descriptive statistics .....	50
4.5.2 A regression study examining how staff commitment is impacted by staff apprenticeships at Somtel Bosaso Puntland, Somalia.....	52
<b>CHAPTER FIVE.....</b>	<b>54</b>
<b>DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>54</b>
5.0 Introduction.....	54
5.1. Discussion of findings.....	54
5.1.1 How worker commitment is impacted by employee onboarding at Somtel Bosaso Puntland, Somalia .....	54
5.1.2 Effect of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia .....	55
5.1.3 Effect of employee apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia .....	56
5.2 Conclusion .....	56
5.2.1 In Somtel Bosaso Puntland, Somalia, the impact of employee orientation on staff commitment .....	56
5.1.2 Effect of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia .....	57
5.1.3 Effect of employee apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia .....	57
5.3 Recommendations.....	57

5.3.1 Effect of employee orientation on staff commitment in Somtel Bosaso Puntland Somalia .....	57
5.3.2 Effect of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia .....	57
5.3.3 Effect of employee apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia .....	58
5.4 Contribution to existing Knowledge .....	58
5.5 Restrictions on the research .....	58
5.6 Areas for Further Research .....	59
<b>REFERENCES.....</b>	<b>60</b>
<b>APPENDICES .....</b>	<b>65</b>
Appendix I: Questionnaire .....	65
Appendix II: Interview Guide .....	69
Appendix III: Map of Boosaso Somalia .....	70

## LIST OF TABLES

Table 3.1: Population Structure, Sample Size and Sampling Techniques Category .....	28
Table 4.1: Response Rate .....	34
Table 4.2: Gender of Respondents .....	34
Table 4.3: Respondents' Ages.....	35
Table 4.4: Respondents' Education .....	36
Table 4.5: Marital Status of Respondents .....	36
Table 4. 6: Time spent working for Somtel.....	37
Table 4.7: Descriptive statistics on employee orientation in Somtel Bosaso Puntland Somalia .....	38
Table 4.8: Staff commitment descriptive data, Somtel Bosaso Puntland, Somalia .....	40
Table 4.9: Correlation analysis on employee orientation on staff commitment in Somtel Bosaso Puntland Somalia .....	42
Table 4.10: Staff commitment at Somtel Bosaso Puntland, Somalia, as a function of employee orientation .....	43
Table 4.11: Somtel Bosaso Puntland Somalia's descriptive statistics on employee mentoring .....	45
Table 4.12: Correlation analysis of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia .....	47
Table 4.13: Regression analysis of staff commitment in Somtel Bosaso Puntland, Somalia, in relation to employee mentoring .....	48
Table 4.14: Staff apprenticeship in Somtel Bosaso Puntland, Somalia: descriptive statistics .....	50
Table 4.15: Correlation analysis of Staff apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia .....	51
Table 4.16: Regression study of Somtel Bosaso Puntland Somalia staff commitment in relation to staff apprenticeship .....	52

## ABSTRACT

Using Somtel Bosaso Puntland, Somalia as a case study, the study sought to determine how worker commitment was affected by employee training. The goals were to: (1) investigate the impact of employee orientation on employee commitment; (2) ascertain the impact of employee mentorship on employee commitment; and (3) ascertain the impact of employee apprenticeship on employee commitment in Somtel Bosaso Puntland, Somalia. Data was gathered from 71 respondents in 5 interviews. Frequency, percentages, mean, and standard deviation were used in the data analysis process. Finally, simple linear regression analysis was used to find the relationship between the variables. According to the study, employee orientation had a significant ( $p = 0.000$ ) impact on staff commitment in Somtel Bosaso Puntland, Somalia. Employee mentoring also had a significant ( $p = 0.000$ ) impact on staff commitment in the same location. Staff apprenticeship, on the other hand, had a negligible ( $p = 0.000$ ) impact on staff commitment in the same location. Based on the findings, the researcher conclude that staff orientation can be developed to the realization of staff commitment, in the assessment therefore its incumbent to argue that employee orientation has the potential to generate staff commitment. The findings further show that employee mentoring has a positive statistically significant effect on staff commitment in Somtel Bosaso Puntland Somalia. The study concludes that employee mentoring if improved can improve the predictive environment of the staff in terms of commitment. The findings show that staff apprenticeship had a very low effect on staff commitment in Somtel Bosaso Puntland Somalia. The study recommends that orientation of the employees should be based on a set Somtel goals and objectives in order to attain a focus by staff commitment. Policies and procedures guiding orientation of the employees need to be developed into efficiency and well planned to generate coherence of staff commitment. In order to increase employee performance for their firm, some companies should keep a close eye on the mentorship issue, which includes career support, knowledge transfer, and psychosocial support. To give direction to the state of the improvement of organizational advances, apprenticeship policies must be drafted precisely. Apprenticeship activities need to be guided with an effective policy to enable the performance of the employees under a well guided organization performance mechanism.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

The study focuses on two study variables that include employee training as the independent variable and staff commitment as the dependent variable. This chapter is organized according to the background of the study, statement of the problem, purpose of the study objectives, research questions, hypothesis, scope, significance of the study and operational definition of terms.

### 1.1 Background of the Study

The background of the study focuses on historical, theoretical, conceptual and contextual perspective. The analysis of the background will take these different perspectives.

#### 1.1.1 Historical Perspective

Historically, staff commitment has been a focus of the organizations. Twenty percent of workers are engaged at work worldwide. In the United States, the proportion of actively disengaged workers increased marginally from 14% in 2020 to 15% as of June 2021. Employees that are actively less devoted complain about terrible work environments and ineffective management in general (Jim Harter 2021). According to a 2019 Office for National Statistics report, UK workers are, on average, between 27% and 31% less productive than their French and German counterparts. This is also true even though France's unemployment rate in 2014 was higher than the UK's at 9.9% versus 6.1%. The British tendency of combining work and pleasure is one thing that might be impeding productivity in the UK (Thibault, 2015). With a 41.6% productivity rate, Japan ranks among the least productive nations in the world. The fact that Japan, a nation renowned for its extraordinarily long workweeks and for pushing its workers to the brink of exhaustion, can achieve such a level of output is the most astonishing of all. According to an American entrepreneur who worked in Japan, the solution can be found in the Japanese work culture, which forbids employees from looking for extracurricular activities while at work. According to bounty XP Team (2020), Gallup indicates that, over the past 15 years, the percentage of engaged employees worldwide has been constant at 13%. Despite the fact that employees in Africa have access to numerous training sessions, staff commitment is still low in firms. In sub-Saharan Africa employee commitment are the causing

factors of the low productivity of many companies (Mutua, 2018). Low commitment has also been associated with low levels of morale. Non-committed employees may depict the organization in negative terms to outsiders thereby inhibiting the organization's ability to recruit high-quality employees and decreased measures of altruism and compliance. Employee commitment has been impacted by globalization, which has created obstacles for both domestic and international businesses as well as several opportunities in African nations including Ghana, Nigeria, and South Africa. According to Tumwesigye (2016), there is a progressive increase in manufacturing costs due to many global issues such as the economic downturn, rising fuel prices, and resource scarcity. Companies are being forced to adopt cost-cutting measures in order to compete in a competitive market as a result of the price increases. Along with this new reciprocity procedure, there have been many adjustments (Dost and Ahmed, 2019). Gallup's survey suggests that 9% of South African workers are actively involved in their work, 20% are uninterested in it, and 50% say they are satisfied at work. However, employee satisfaction does not always mean that a worker is actively making a positive impact on the company they work for. One of the most important tactics in today's environment for luring and retaining the greatest talent is staff dedication. Studies, however, show that this is not always the case, particularly in Kenya, where just 38.5% of current employees said they were actively involved in their work.

In Somalia although staff commitment is well documented and known as a precursor to organization performance, employee commitment to their organization is significant to organization performance, which manifest in employees skills, performance and devotion to duty so as to fulfill the set organizational goals and objectives (Abdallah, Obeidat, Aqqad, Al Janini and Dahiyat, 2019). Organization motivational measure such as increases in salary and wages, bonus housing, transport etc will have significant effect on organizational performance; because it will boost their morale as well structural plan in a firm will have a long-run and stable effect on organization and employee fulfillment (Ogbe, 2019). Employee training sessions in countries are reliable in enabling the staff commitment in enabling the organizations in realization of the goals and objectives. The state of commitment among the employees in the companies of Somalia remains limited despite efforts by the organizations in enabling the realization of a fully committed staff among the employees.

### **1.1.2 Theoretical perspective**

The Human Capital hypothesis, which was created to evaluate the relationship between employee training and organizational effectiveness, served as the guide for this investigation.

The notion was put forth by Becker (1964) and Schultz (1961).

According to this theory, workers receive valuable knowledge and skills through education and/or training. These skills and knowledge can be utilized to boost employee engagement and, as a result, employee incomes (Becker, 1964). The most valued capital asset is investing in people, according to Becker, who also underlined the importance of human capital for society and industry. The theory centers on the knowledge, skills, aptitudes, and attributes that people possess and which contribute to their increased worth as well as the achievement of organizational objectives (Becker, 1964). The value of human resources, like any other capital, is positioned in their ability to directly and indirectly influence organizational productivity, as confirmed by Boxall and Steeneveld (1999). As a result, organizations should make strategic decisions about investing in and managing their human capital in the same way that they do with their other economic assets, like land and machinery (Becker, 1964; Wright et al., 1994). According to this idea, the quality and quantity of investments made determine the rate of return on physical means of production, such as human capital. According to Marimuthu et al. (2009), human capital development refers to the knowledge and skills that an employee needs to enhance their ability to carry out tasks that have a monetary value. Because more input leads to more output in the production process, workers should be viewed as resources (Strober, 1990). An analysis of this theory clarifies the connection between employee commitment and training, and it implies that an organization's resource management practices have a major role in determining its ability to accomplish its objectives. According to Thang, Quang, and Buyens (2010), employee training thus plays a vital role in honing employee quality and promoting staff commitment through training results. Because it provides a framework for examining how human resources contribute to employees' commitment to organizational goals and because it compels organizations to consider employee investment more carefully in order to acquire the highest caliber workforce needed at different levels, the theory was pertinent to this study.

### **1.1.3 Conceptual Perspective**

Hanif (2013) defines employee training as the deliberate and methodical alteration of behavior through learning experiences, activities, and programs that leads to the participants obtaining the level of knowledge, skills, competencies, and capacities to perform their jobs successfully. Employee training is the systematic modification of behavior through learning processes, which enable individuals to upgrade the levels of knowledge, practice, and qualification needed to carry out their tasks efficiently. It improves the performance of both employees and employers (Nzowa, 2020). The study on employee training is conceptualized based on employee orientation, mentoring and apprenticeship and employee orientations.

David (2004) defines orientation as the process by which a newcomer to an organization is introduced to his job and integrated into the work group to which he or she will belong in such a way that the newcomer settle down into a productive, efficient and satisfied employee.

Ldama & Bazza (2015) also defines orientation as the act of acquainting someone or oneself with the present position relative to known points or with details of the situation.

Mentoring encompasses the initiatives that management frequently plans and supports in order to help staff grow and preserve the organization's competitive edge (Okurame, 2013). In order to accomplish their goals, organizations require competent managers and workers, and they cannot prosper without their workforce's efforts and improved output.

Winkelmann and Euwals (2012) defined A method known as apprenticeship training uses on-the-job training together with sometimes some additional study (reading and classroom work) to prepare the next generation of practitioners of a trade or profession. A license to work in a regulated profession can also be obtained by practitioners through apprenticeships (Nzowa, 2020).

Employee commitment according to Sang (2016) is described by a resilient belief and approval of a corporation's aims and principles, readiness to apply substantial attempt in the organization's best interest and a strong wish to retain organization's membership. Employee



commitment is a symbol of connection to the organization (Kibigo, 2016). It also determines the person's decision to maintain or terminate an organization's contract. Marthis and Jackson (2000) defined employee commitment as the extent to which employees stay with organizations and considers about organizational objectives seriously. Luthans (2006) explored employee commitment as the desire to be a member of an organization and not to complain about their organization. Employee commitment is clear as the measure of authority of employee empathy by the objectives and morale of organization and remains involved in it, employee commitment as well be an improved indicator for organization who wish to stay at its place, or want to change. Allen & Meyer (1990) dimensioned employee commitment as affective, continuance and normative commitment.

#### **1.1.4 Contextual Perspective**

Employee training is divided into various categories in Somalia. These include targeted training, which is provided on the work, and informal training, which is provided off the job (Mohamed, 2020). The increase in pay is sparked by on-the-job training. Does Off-the-Job Training Not Significantly Affect Salary? On-the-job training increases income by roughly 12% to 15%, whereas off-the-job training increases income by 2% to 8%. According to Ibrahim and Dahie (2019), job training won't increase employee commitment. There is a correlation between increased staff commitment and employee orientation, mentoring, and apprenticeship programs. On the other hand, employees who do not receive training have very little opportunity to receive pay increases. Workforce training considerably raises employee commitment to achieving performance excellence among staff members' wages.

Somtel international limited is one of the leading telecommunication companies in the Horn of Africa. Somtel is a young exciting company wholly owned by Dahabshiil Group and is professionally managed by a diverse dedicated high caliber team. The company offers a comprehensive range of mobile voice, broadband internet, international roaming, landline, DSL bundles, and mobile data services to its customers. The company employs a wide range of employees undertaking the activities of the company. Staff commitment continuously, normatively and affectively among the staff in Somtel Company remain limited as the companies continue to lose their staff to already existing strong telecom brands (Maria & Georgios, 2021).

Staff commitment in the company has been despite the attempts by Somtel company to institute the employee training through Employee mentoring, employee orientation and apprenticeship training all aimed at developing the commitment through the effective working in the company. With the consistent approaches to improve commitment of staff through enhancing the performance of the employees. The current study assesses the degree of employee training in realization of staff commitment in the companies in Somalia with a case study of Somtel company.

## **1.2 Statement of the Problem**

Companies including Somtel Bosaso have undertaken activities and efforts aimed at developing the capacity of the employees to generate commitments among the staff in the company provided employee training in mentoring, orientation and apprenticeship training are in place to ensure committed staff (Nnanna, 2020). Somtel company has been faced with low level of staff commitment where staff productivity is low, poor quality of work produced, untimely work execution and staff lack efficient communication. Staff commitment in the telecom companies' performance arose in 2018 when the employee commitment to productivity, quality work reduced visible with the customer complaints which increased in 2019, 2021 and 2022, the productivity of the company too reduced were the generative capacity of the company lowered in 2021 to 2022. The low level of staff commitment in Somtel has reduced the value of the employees, limited the execution of their duties and forced many to vacate the company in search for better telecom companies (Voluntary national review Report, 2022). To improve employee commitment and rectify the situation, Somtel Company conducted orientation, mentoring, and apprenticeship training. However, the issue of staff commitment persisted in the company as evidenced by low productivity, a rise in customer complaints, and a slowdown in sales revenue—a situation that posed a serious risk to Somtel Company's continued existence. This backdrop leads to the study's evaluation of the potential role that employee training could play in realizing staff commitment—that is, the impact of employee training on staff commitment at Somtel Bosaso Puntland, Somalia. If left unchecked, Somtel may simply disappear or fail to fulfill its mandate.

### **1.3 Purpose of the study**

To Examine the impact of employee training on staff commitment in Somtel company Bosaso Puntland, Somalia.

### **1.4 Research objectives**

- 1) To examine the effect of employee orientation on staff commitment at Somtel company Bosaso Puntland Somalia.
- 2) To establish the effect of employee mentoring on staff commitment at Somtel company Bosaso Puntland Somalia..
- 3) To determine the effect of employee apprenticeship on staff commitment at Somtel company Bosaso Puntland Somalia.

### **1.5 Research Questions**

- 1) What is the effect of employee orientation on staff commitment in Somtel Bosaso Puntland Somalia?
- 2) What is effect of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia?
- 3) What is the effect of employee apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia?

### **1.6 Research Hypotheses**

The study will test the following research hypotheses

H<sub>01</sub>: There is no statistically significant effect of employee orientation on staff commitment in Somtel Bosaso Puntland Somalia

H<sub>02</sub>: Employee mentorship has no statistically meaningful impact on worker commitment at Somtel Bosaso Puntland, Somalia.

H<sub>03</sub>: In Somtel Bosaso Puntland, Somalia, employee apprenticeship has no statistically meaningful impact on staff commitment.

## **1.7 Scope of the study**

The scope of the study was comprised of the geographical, content and time scope as shown below;

### **1.7.1 Geographical Scope**

The study was conducted in Somtel Telecommunication Company located in Bosaso Puntland Somalia. Somtel Company, Bosaso district is an Administrative division of Somalia in the northeastern Bari region of Somalia. Its capital lies at Bosaso. It is also the commercial capital of Puntland state of Somalia and one of Somalia's commercial capitals, The city appreciates its indigenous clan who warmly welcomed all people reached their last 25 years, Ugaas Hassan Ugaas Yaasin is the well known traditional elder of the city]. Somtel Bosaso is chosen because it has experienced cases of staff low commitment in the execution of the duties.

### **1.7.2 Content Scope**

The impact of staff commitment and training on employees was found in the study. In Somtel Telecommunication Company Bosaso, Somalia, the goals were to ascertain the impact of employee orientation on staff commitment, investigate the connection between employee mentorship and staff commitment, and lastly evaluate the impact of employee apprenticeship on staff commitment.

### **1.7.3 Time Scope**

The study covered information covering a period of 5 years, that is, from 2018 to 2023 and then primary data collection and compilation of the research report will be done for a period of 9 months from July 2023 to April 2024.

## **1.8 Significance of the study**

The results of this study will assist numerous government departments and organizations in creating rules and guidelines that will direct the operations of the telecommunications sector. The rules would result in better performance from each of the industry's participants, raising the amount of money the sector would receive in taxes.

The Somtel Company's management would use the study's recommendations to streamline their programs and training in order to increase employee commitment. The management and staff

would be guided by the findings and recommendations in developing strategies to enhance employee performance, which has a direct impact on the performance of the entire organization.

Along with highlighting issues and concerns with employee training, the study would give Somtel's management a chance to make corrections in an attempt to achieve high employee engagement.

Future research projects in the field of staff commitment and training will be guided by the empirical literature obtained from this study, which will be valuable to academics and future scholars. Future academicians can conduct their studies in the main study fields highlighted by the guidelines, which would serve as guidance.

### **1.9 Operational Definition of key terms**

Programs that give workers knowledge, new skills, or chances for professional growth are referred to as employee training. This term is acceptable to the study, and it will be applied when discussing staff training. In this study, job apprenticeship, mentoring, and orientation are operationalized as forms of employee training.

Orientation as the process by which a newcomer to an organization is introduced to his job and integrated into the work group to which he or she will belong in such a way that the newcomer settle down into a productive, efficient and satisfied employee

The capacity to assist people in gaining the abilities required to perform their jobs and potentially advance their careers through introduction, personal growth, and personal change is known as work mentoring.

A system called apprenticeship is used to train the next generation of tradespeople or professionals through on-the-job training and, frequently, some related study (reading and classroom work). A license to work in a regulated profession can also be obtained by practitioners through apprenticeships. Staff apprenticeship training programs are intended to enhance employees' knowledge, abilities, and attitudes, particularly in technical fields where they have met requirements and are an accreditation for industry-appropriate manpower.

Employee commitment is described by a resilient belief and approval of a corporation's aims and principles, readiness to apply substantial attempt in the organization's best interest and a strong wish to retain organization's membership. Employee commitment is a symbol of connection to the organization. This study measures employee commitment to affective, continuance and normative commitment.

**Affective Commitment:** This is defined as the tendency of a worker to stay with a company that is based on an emotional attachment

**Continuance Commitment:** Continuous commitment relates to how employees feel the need to stay at their organization, this is based on their commitment to stay within the organization due to lack of alternatives and remuneration

**Normative Commitment:** Normative commitment relates to how much employees feel they should stay at their organization because they feel that their departure may result into disastrous consequences

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.0 Introduction**

In this chapter, the researcher made a review of the existing literature related elements of employee training and staff commitment. Literature review was conducted through analysis of relevant scholarly articles related to the study variables.

#### **2.1 Theoretical Review**

A theory is a set of statements or principles devised to explain a group of facts or phenomenon especially one that has been repeatedly tested or widely accepted and can be used to make predictions about natural phenomena (Swanson, 2013). A theoretical review is a collection of interrelated ideas based on theories. It attempts to clarify why things are the way they are based on the theories.

Becker's (1964) human capital theory, which views training as an investment in human capital, served as the foundation for this investigation. As long as the investment's cost is less than the benefit of the workers' productivity, the idea contends that employees are valuable human capital that should be supported. This theory contends that in order to impact the achievement of organizational objectives, businesses should focus on investing in human capital and establishing methods for compensation (Becker, 1964). As a resource in the production process, where additional input leads to additional output, human capital is implied by the idea. The idea centers on education and makes the case that learning cultivates particular traits in an individual that may be applied to the workplace to increase one's value as an individual and achieve organizational objectives.

According to the researchers' interpretation of the theory, companies ought to view their workforce as a unique asset that may revolutionize work processes and raise both overall productivity and individual income. By encouraging their present staff members to study and use what they have learned, organizations can expand the knowledge and skill set of their workforce. They can also draw in new talent by fostering a positive work environment. Human capital development, according to Marimuthu et al. (2009), is the acquisition of knowledge and skills

that enable an employee to do tasks with greater potential for financial gain. The notion that higher levels of training are linked to higher incomes and advancements in output has spawned a lot of research, which the researcher concurs with. As per Becker and Gerhard (1996), investing in on-the-job training is similar to making several other educational investments that boost workers' knowledge and ultimately boost their productivity.

An extensive analysis of the theory suggests that companies should train and prepare its staff to know what the company wants, give it their all, and make sure it achieves its objectives. Thus, training plays a crucial role in fostering the qualities that are necessary for both individuals and groups, and it has the power to alter how any organization operates (Strober, 1990). A key component of the theory is its ability to assist human resource professionals in assessing the importance of learning and education as inputs and the advantages of production as outputs in the process of producing a company. As a result, the theory offers a standard by which public reserves may be evaluated, especially when it comes to funding initiatives that promote increased learning and education. It also enlightens legislators and other policy makers on the importance of education and training since they are the means by which any organization can achieve its goals.

It is crucial to remember that, despite the theory's encouragement of human capital development for efficient firm production, businesses may fall short of reaching strategic impact due to inadequate work designs or personnel mismanagement (Wright & McMahan, 1992). Even though the theory supports investing in human capital, it makes the incorrect assumption that education will boost worker productivity and raise wages. It doesn't go into further detail about how education and training translate into higher pay. The notion merely views people's educational attainment as a measure of their output, even if there may not always be a direct correlation between the two. Because performance changes in people differ from person to person and from group to group, this kind of educational approach is difficult. Because people absorb information differently, people with higher education levels in one setting may not be as successful in another. Nevertheless, the core tenet of the human capital theory is the supposed benefit of staff training as an investment that pays off for businesses. Because it answers issues like whether investing in employee education and training can boost productivity and earnings for both employers and workers, the researcher thinks that, when interpreted strictly from an



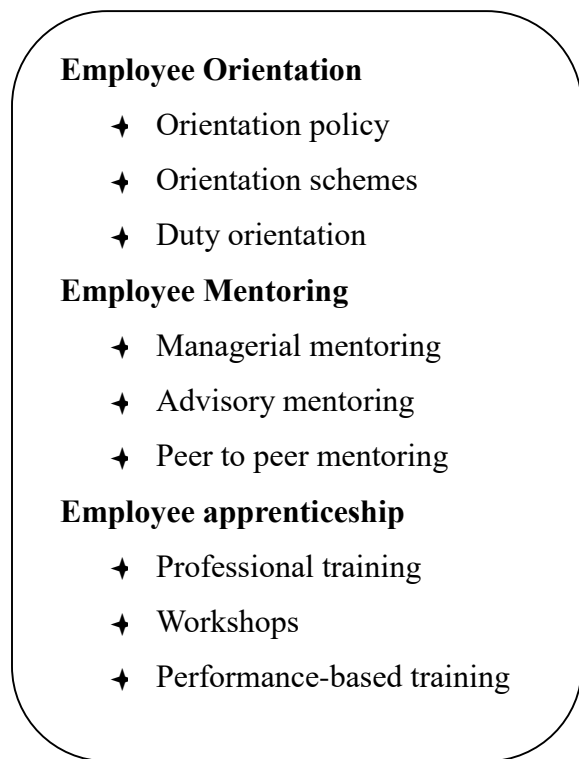
economic and sociological perspective, the theory was the most suitable for directing the study. Understanding and elucidating society's impact and its contribution to businesses is therefore beneficial.

## 2.2 Conceptual Framework

A conceptual framework is like a roadmap for your study, helping you visualize your research project and put it into action. It defines the relevant variables for your study and maps out how they might relate to each other. The conceptual framework investigates the connection between staff commitment and employee training using Somtel telecom Bosaso Puntland, Somalia, as a case study.

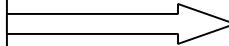
### Independent Variable

#### Employee Training



### Dependent Variable

#### Staff Commitment



Sources: Docherty, Kira, and Abraham (2009) and Alshuwairekh (2016)

Conceptual framework illustrating the connection between staff dedication and training. In this study staff commitment is measured through the Mayer and Allen (1997) who provided commitment through staff productivity, quality of work, timely work execution and efficient

communication the independent variable is measured as employee Orientation, employee Mentoring an employee apprenticeship. In the conceptual framework, the existence of employee training is deemed to have an effective staff commitment while absence of employee training negates the commitment amongst the staff.

## **2.3 Empirical Review**

### **2.3.1 Employee Orientation and Staff Commitment**

Adamu, Mohammed and Gana (2022) conducted a study on the impact of orientation training programs on staff commitment and the data was collected from 46 participants selected randomly from five companies: Sohar Aluminum, Stomo Company, Suhail Bahwan Group (Holding) LLC, Ooredoo Company and Oman Formaldehyde Chemical Company at Oman. The result states that the training program had succeeded in improving the employee's abilities, productivity, skills and efficiency. Also, the respondents agree with the importance of training program and they confirmed that training is the best method used by their companies to convey new skills all training activities are built on the foundation of the training and development process. Priority is given to 'need-based training,' which has a direct impact on employee efficiency and productivity. The annual appraisal report of employees is used by the training and development area to determine training needs. Employees are frequently given vital inputs through training measures in order to perform their current and future responsibilities effectively. Also worth noting is that at the end of each training program, the trainer's thoughts of the session are always recorded in a record book, indicating that the employee's performance during the training time is important. Both trainers and learners provide timely feedback, which aids in the development of an effective corrective action plan for future training programs.

Employee orientation programs benefit the company by giving employees an opportunity to learn about the fundamentals of the business and their jobs from an administrative perspective, as well as job details and positional benefits. Employees will complete important rules and regulations, obtain and review the employee manual, learn about and sign up for benefits, and become familiar with some very basic aspects of their new position, according to Richards (2019).

An employee handbook and mountains of documentation are no longer adequate, according to Brown (2019), when it comes to integrating a new hire into your company. According to her, the

most frequent criticisms of new hire orientation are around how overwhelming, dull, or how much it leaves the new recruit to fend for themselves. She contends that workers believe they were given too much information by the company, which they were expected to comprehend and put into practice in far too short a time. The end result is frequently a bewildered new hire who is not producing as much as he could. In less than a year, he is also more likely to quit the company.

Contrary to popular belief, orientation for new hires is more than simply an HR initiative. It's a one-time chance to boost employee commitment and launch new hires into high-performance orbit while they work toward organizational goals. World-Class institutions and companies are aware of the link between orientation for new staff and business execution. The annual (The Great Place to Work) list featuring the World's top blue-chip institutions is standing evidence to this. These institutions have also created stakeholder worth without fail over the years, emerging as business leaders in their respective commerce sectors and beyond (Garg, 2020).

Employee orientation is a process used to acquaint new hires with their new jobs and workplace, according to Richards (2019). It provides an opportunity for new hires to acclimate to their new workplace, department, coworkers, and expectations. An effective orientation has several advantages for both employees and the organization as a whole. Competitive advantage has a direct impact on the performance of the bank, according to Basin and Zaki's (2016) paper, Strategic Orientation and Effects on Organizational Performance: Analytical paper in Real Estate Banks in Al-Dewaniya Province.

Joel, Tarus, Kibert & Kimite (2019) carried out study on Orientation on commitment of employees of Small and Medium Enterprises. They found out that customer orientation was indicated to be positively correlated with firm performance. This implies that customer orientation and technology orientation are expected to influence firm performance. The current study will be conducted on the relationship between employee orientation and staff commitment in Somtel Telecom Company Bosaso to address a time and methodological gaps.

Qahtani (2019) contends that there is positive significant relationship between employee orientation and employee performance in Mogadishu Somalia. Implementing a work rotation system has several benefits, as noted by Adjei (2019). These include the potential for improved

product quality, the chance to provide employees with various career routes, and—possibly most importantly—the avoidance of job monotony and stagnation. The primary benefit is that it helps individuals grow personally, which raises their degree of job satisfaction and involvement.

Tuei and Saina (2018) in research entitled the effect of employee orientation on staff commitment which explains that management of the banks needs to restructure and redesign their job rotation framework as non financial motivator to improve development in their organization. The results show that employee orientation had positive regression coefficient on staff commitment.

Krutik (2023) conducted a study aimed to examine the relationship between employee-manager relationship orientation and employee engagement in the workplace. A self-report survey was completed by sixty workers from a variety of industries to gauge their degree of engagement, employee manager relationships, and perceived organizational support. The primary impacts of the employee-manager relationship and perceived organizational support, as well as the interaction effect on employee engagement, were examined using the t-test and a two-way ANOVA. The findings showed a substantial association between employee engagement and the manager-employee relationship as well as perceived organizational support. Employee engagement was more significantly impacted by perceived organizational support than by the employee-manager relationship. Furthermore, the interaction effect demonstrated that at higher levels of perceived organizational support, there was a larger correlation between employee engagement and employee-manager relationships. These results emphasize the significance of the manager-employee interaction and perceived organizational performance.

Irena and Aneta (2023) conducted a study to examine the influence of the relationship between the manager and employees on their creative activities. The article's scientific goal is to clarify and broaden the conceptualization by highlighting which particular manager-employee relationship elements trust in managers, collaboration and communication with managers, and learning from them determine creative employees' output. The research hypothesis, which states that there is a connection between certain aspects of a manager's relationship with staff members and how well they accomplish creative activities, was developed based on the theoretical portion of the article. The findings of a survey given to staff members of creative companies in the West Pomeranian voivodeship of Poland were utilized to confirm this theory. The study's findings

indicate that there are important correlations between the chosen aspects of managers' relationships and creative tasks.

### **2.3.2 Employee Mentoring and staff commitment**

Mentoring is a process by which individuals of higher status, notable accomplishments, and prestige advise, counsel, guide, and support the intellectual and/or professional growth of those who are designated as protégés, according to Galbraith (2001). Formal and informal mentoring partnerships are the two different kinds. By selecting mentors who they see as younger versions of themselves and protégés who they see as role models, mentors and protégés build informal connections based on mutual identification (Ragins, Cotton & Miller, 2000). Informal mentoring relationships are voluntary, unstructured, frequently motivated by mutual attraction, and typically center on the long-term professional aspirations of the protégés (Kram, 1985). They can span three to six years.

The study by Mundia and Iravo (2014) examined the impact of mentoring programs on organizational growth and found that committed staff members implement mentoring programs as a key strategy for employee development in successful firms. Employee performance may increase if mentors are able to carry out the activities of the mentoring program in an informal or formal manner. To choose the subjects for the sample, stratified random sampling was employed. In order to quantify the stated objectives and determine the link between the independent and dependent variables, the data was quantitatively and qualitatively examined using descriptive and inferential statistics. According to the report, mentorship programs are crucial for the growth of organizations and are improved by information sharing, career development advice, and skill development.

The study conducted by Osibanjo, Abiodun, and Obamiro (2019) focused on the relationship between mentoring and work-related outcome constructs through commitment. It addressed the relevance of mentoring relationships in the field of organizational behavior and examined the theoretical functionalism of effective mentoring ideology in academic literature. The study highlighted the potential influence of mentoring relationships in the conceptual exploration of mentoring with core work-related outcome variables. Scholarly efforts to combine mentoring as the organizational catalyst that improves employees' performance and selectively enhances an individual's integration into the focal work organization were found to rely on career support and

psychosocial support, both of which were examined and analyzed. The current study will be conducted on the relationship between employee mentoring and staff commitment in Somtel Telecommunication company to address a methodological gap.

The research presents an overview of mentorship with a particular focus on mentors and mentoring among academic staff in Nigerian tertiary institutions, with special reference to University of Benin, Edo state. Acquah (2018) studied mentors and mentoring among academic staff in Nigerian tertiary institutions. Case studies and life narratives were used to highlight the mentorship situation at University of Benin in addition to quantitative data. The study's conclusions demonstrate that senior faculty members are more inclined to mentor others in order to improve worker performance since they are more familiar with its principles. The current study will be conducted on the relationship between employee mentoring and staff commitment in Somtel Telecommunication Company to address a methodological gap.

Wamalwa (2016) concurred that formal mentoring program enhance the probability that the smooth transfer from one generation to the next can be achieved in best interest of the family as well as the business, the easier and more successful the transition, the better the chances of survival and the long-term profitability. The current study will be conducted on the relationship between employee mentoring and employee performance in ministry of education, culture and higher education Mogadishu Somalia to address a methodological gap. Academics and practitioners in the field of mentoring have been interested in the impact of mentorship on employee performance during the last forty years, according to Acquah (2019). I agreed with the aforementioned viewpoints since "hands on" abilities are characteristic in the construction sector and give stress, control, and intervention in operations and relationships between members at all organizational levels.

Mentorship and employee performance, according to Okurame (2020). According to scholars and practitioners, effective mentoring can help organizations improve employee performance when they face new challenges. This is because today's markets are intense and dynamic, with features such as price-based competition, rivalry, innovation-based competition, decreasing returns, and the creative destruction of existing competence. Good mentoring is viewed as a powerful tool for

improving organizational performance and providing managers with a longterm competitive edge. The current study will be conducted on the relationship between employee mentoring and staff commitment in Somtel Telecommunication company to address a contextual gap in the study.

In order to assess the level of employee performance with regard to coaching and mentoring, Ramesh (2019) conducted research on the impact of these practices on staff commitment in the United Kingdom. For the research, a quantitative technique and cross-sectional survey design were used. The findings of the study's correlation and regression analyses of the data collected showed that employee performance in terms of coaching and mentoring is at a high level. A study on the effects of mentoring roles on graduate employees' job satisfaction and organizational commitment was conducted in South Africa by Morena, Wellington, and Clinton (2018). The study looked at how mentoring roles affected employees' loyalty to the company and level of job satisfaction. Based mostly on content analysis and historical data, the study's data was qualitative. The study found that mentoring had a favorable impact on staff commitment through career development and role modeling.

In order to assess mentoring, organizational commitment, and faculty members' performance in various educational institutions in the Gwalior region, Mittal and Upamannyu (2017) carried out a study on the impact of mentoring on these factors in India. The study employed the survey approach, and the analysis using linear regression. The study's findings demonstrated that while mentoring has a good relationship with organizational performance, it has a negative relationship with organizational commitment. To fill a methodological need, the current study on the connection between staff commitment and employee mentoring at Somtel Telecommunication Company will be carried out.

In order to determine the relationship between mentoring, distributive justice, organizational commitment, and career satisfaction as well as the effects of mentoring at the individual and organizational levels, Izlem (2017) conducted a study on mentoring and career satisfaction: the roles of distributive justice and organizational commitment in Turkey. A questionnaire was sent to 300 individuals as part of the survey approach, which was used to collect primary data. The study found that mentoring significantly affects employees' organizational loyalty and has a

favorable association with distributive justice. According to the research, distributive justice has a positive impact on organizational commitment. Organizations that implement mentoring programs and foster an equitable and just work environment are more likely to have committed employees, who are then more satisfied with their careers. The impact of mentoring on employees' performance in Nigeria is investigated by Ofobruku and Nwakoby (2020). In order to conduct the study, information from 367 construction workers was gathered and examined. The study's findings indicated that an employee's performance and mentorship had a substantial relationship.

Among developers who rotated jobs, Eman (2019) aimed to determine the advantages and difficulties of enhanced expertise. According to the findings, changing jobs led to increased understanding. An observation research in nine hospitals was carried out by Nasiripour et al. (2019) to investigate the impact of work rotation on nurses' performance in Tehran Social Insurance Company hospitals. The researchers arrived at the conclusion that work rotation had no effect on the performance of nurses and did not affect it.

In the public sector, specifically at TTCL head Quarters, Licombe (2018) investigated the connection between employee performance and mentoring. Human capital theory (Becker, 1964) and social learning theory (Bandura, 1977) served as the foundation for this investigation. A purposive sampling technique was employed to gather data via self-administered questionnaires. The results showed that staff members who participated in periodic training and development programs had higher levels of motivation, which in turn encouraged a spirit of teamwork and increased productivity. Training also closes the skills gap between job requirements and performance, enhancing roles and performance. The acquisition of skills required for employees to carry out their jobs can be facilitated by training and development, which can enhance worker performance. The study did not, however, provide particular training and development components that have an impact on employee performance since it was too broad in its examination of the topic. The many aspects of staff training and their connection to worker performance will therefore be evaluated in this study.

A study on mentorship and the work-related outcome components was conducted by Okediji, Nnedum, and Enwongo (2019). The relevance of mentoring relationships in the realm of organizational behavior is the subject of this study. The conceivable influence of a mentoring



relationship was emphasized in the conceptual examination of mentoring with core work-related outcome factors. It investigates the theoretical functionalism of effective mentoring ideology in academic literature. Scholarly attempts to combine career support and psychosocial support to identify mentoring as the organizational catalyst that improves employees' performance by enhancing an individual's integration into the focal work organization were found to be effective. After analyzing and investigating both, the study came to the conclusion that mentoring enhances employee performance.

A study by Muchanje, Njuguna, Kalai, and Bironga (2016) titled "An Exploration of Factors Influencing Career Progression of Tutors in Public Primary Teachers' Training Colleges in Kenya" aimed to determine the impact of gender, teachers' exposure to career development, and compliance with the Teachers Service Commission's career policy guidelines on the career progression of primary teachers in Kenyan training colleges. Gender did not significantly affect a tutor's ability to advance in their job, according to the researchers, who examined 207 tutors. Furthermore, the researchers found that career development is positively correlated with teachers adhering to the criteria set forth by the Teachers Service Commission and their ability to advance in their careers. In order to further their careers, the researchers contended that the tutors' exposure to professional development enabled them to maintain current knowledge, skills, and competences.

### **2.3.3 Employee Apprenticeship and Employee Performance**

In the extremely competitive global labor market, Susan (2017) observed that apprenticeships are insufficient for workers to compete. In particular, soft skills are crucial. Four themes emerged from her study of three logistics organization leaders in the New Jersey counties of Burlington, Middlesex, and Somerset. These themes included (a) the use of a combination of group and individual training; (b) the identification of training needs by individual; (c) the application of a methodical approach to resolve emotional behaviors at work; and (d) the significance of effective communication. The study focused on identifying the successful soft skills training strategies in the logistics industry. She suggested focusing on underprivileged people who are jobless or living in poverty through the apprenticeship program. The purpose of the current study is to fill up methodological and temporal gaps regarding the relationship between staff commitment and employee apprenticeship in Somtel Telecommunication.

In evaluating apprenticeship as a learning strategy, Downey, Dalidowicz, and Mason (2015). The article explains that apprenticeship is a type of work study program that combines classroom and on-the-job instruction. Individual businesses or groupings of businesses working together with a union may support apprenticeships. Building, plumbing, carpentry, electrical work, and bricklaying make up the majority of apprenticeship programs. An operation or process's necessary knowledge is first confirmed by the employer with the trainee. The trainer next goes over each phase of the procedure, stressing important steps and safety concerns. Until everyone is satisfied that the apprentice can complete the task correctly and safely, the senior employee gives the trainee the chance to do so. One of the main benefits of apprenticeship programs is that students can get paid while they are studying.

In the Sekondi-Takoradi Metropolis of Ghana, Owusu-Acheampong (2019) investigates the impact of employee apprentices' human capital on their performance in small-scale enterprises. The study's precise goals were to identify employee capabilities, investigate the relationship between these competencies and workers' performance, and identify issues related to workers' competency development in small enterprises. The findings of the study indicate a considerable correlation between education and training and elevated staff effectiveness and efficiency as well as higher output. Further investigation into the study's findings indicated a significant correlation between employees' knowledge and skills and performance characteristics such increased effectiveness, productivity, and efficiency. Insufficient funding and a lack of time for training activities are two major obstacles that the study also identified as impeding the development of employee competencies. The research findings indicate that the performance of employees is impacted by their apprenticeships.

An empirical study was conducted by Lulu and Riyanto (2019) to investigate the impact of the apprenticeship training program on Tanggulangin Sidoarjo, Indonesia's high-value leather goods businesses. The study's survey research strategy involved randomly sampling 115 employees from ten different leather product businesses, 30 of them were in top management while the remaining staff members were in middle management. Data were collected for the study using a standardized questionnaire, and descriptive statistics techniques were employed for data analysis. The study's conclusions showed that most employees' lack experience prevented them from participating in design. Additionally, a lack of support from the organization and the government

prevented the majority of employees from taking part in any apprenticeship training programs. The study came to the conclusion that a lack of appropriate apprenticeship training was the reason behind the low productivity and inventiveness among workers in leather factories. The report suggested that in order to encourage the expansion of the leather industry, the government should get involved in apprenticeship programs.

An analysis of the net benefit of employer investment in apprenticeship training in England is conducted by Chris-Hasluck, Baldauf, and Geoff (2018). Survey research design served as the study's foundation. 213 respondents, including 78 members of upper management and other employees from the engineering, hotel, retail, business administration, social care, and construction sectors, were selected at random for the study. Data for the study were gathered using scale Proforma and an organized questionnaire. Pearson product-moment correlation and linear regression were used in the study's data analysis. It was shown that employee stability through a greater retention rate and increased product output were achieved through apprenticeship training. According to the report, in order to minimize training costs and achieve desired results, all industries should increase employee training in the relevant fields and skills through apprenticeships.

In a central Canadian medical institution, Lerman (2018) investigated how apprenticeship affected nurses' performance. Descriptive survey research design served as the foundation for the investigation. 230 nurses—105 apprentice nurses and 125 institutionally trained staff members—were randomly selected as study participants. T-test and chi-square were employed in the results to analyze the data. The study found that, compared to other hospitals, the Canadian hospital administration receives a greater benefit from apprenticeship training nurses. In order to care for a large number of patients at different skill levels, Lerman (2014) came to the conclusion that organizations like hospitals require a large number of hands, both qualified and semi-skilled. As a result, investing in human capital development through apprenticeship is an investment that has to be preserved. To fill a methodological gap, the current study will examine the relationship between employee apprenticeship and employee performance in the Ministry of Education, Culture, and Higher Education in Mogadishu, Somalia.

The impact of the apprenticeship program on Nestle employees in South Africa was investigated in a 2016 study by Peter. The research design used for the study was a survey. A sample of 69 workers, both new hires and long-time staff members who had occasionally or never engaged in apprenticeships, were included in the study. A hands-on experiment scale was employed in the study to assess staff retention of skills and activities. Data analysis for the study was done using the t-test program. According to the study, there was a significant correlation between the length of an apprenticeship and the productivity of Nestle Company workers. The study also found that workers who have had more training have better manipulative skills than other workers. According to the study's findings, apprenticeship programs are appropriate for the Nestle Company's operations. It was also recommended that employees be permitted to take part in many apprenticeship programs in order to solidify their knowledge and abilities as needed by the company's operations.

In order to investigate the impact of apprenticeship orientation on the performance of microbusinesses in Ebonyi State, Nigeria, Udu (2015) conducted an empirical study. The study used an exploratory survey research approach in an effort to shed light on recently discovered benefits for small businesses from apprenticeship programs. A random sample of 301 microbusiness owners was used in the study. Data was gathered using the structured questionnaire. Pearson's product-moment correlation was used to examine the data, with 0.05 p-values. The results of the study indicated that long-term apprenticeship learning and microbusiness patronage were positively correlated. It further shown that employees' inventiveness and confidence were boosted by perseverance in training. Based on the training of young, motivated employees, the study found that microbusinesses gain from apprenticeship programs. It was suggested by the report that Ebonyi State's microbusiness owners look into apprenticeship programs further. A methodological vacuum will be filled by conducting the current study on the connection between staff commitment and employee apprenticeship.

An analysis of the net benefit of employer investment in apprenticeship training in England is conducted by Chris-Hasluck, Baldauf, and Geoff (2015). Survey research design served as the study's foundation. 213 respondents, including 78 members of upper management and other employees from the engineering, hotel, retail, business administration, social care, and construction sectors, were selected at random for the study. Data for the study were gathered using scale Proforma and an organized questionnaire. Pearson product-moment correlation and

linear regression were used in the study's data analysis. It was shown that employee stability through a greater retention rate and increased product output were achieved through apprenticeship training. The study also stated that apprenticeship training could assist the company in the short and long terms. According to the report, in order to minimize training costs and achieve desired results, all industries should increase employee training in the relevant fields and skills through apprenticeships. In order to fill a contextual gap, the current study will examine the connection between staff dedication and employee apprenticeship at the Somtel corporation.

## **2.4 Research Gap**

The study examines several research on the subject, including an empirical investigation conducted by Udu (2015) on the impact of apprenticeship orientation on the performance of microbusinesses in Ebonyi State, Nigeria. Peter (2016) investigated how the Nestle Company's apprenticeship program affected its South African workforce. Licombe (2018) examined the relationship between mentoring and employee performance in the public sector, specifically at TTCL head Quarters. Izlem (2017) conducted a study on mentoring to career satisfaction: the roles of distributive justice and organizational commitment in Turkey to establish the relationship among mentoring, distributive justice, organizational commitment, and career satisfaction to reveal the mentoring effects at individual and organizational levels and Qahtani (2019) contends that there is positive significant relationship between employee orientation and staff commitment. The current study addresses the contextual gaps, time, methodological and theoretical gaps.

Among the different studies, the studies done on the topic were vast though limited as many didn't have a combined assessment of effect of orientation, mentoring and employee apprenticeship and assessing its impact on employee commitment, the current study addresses the theoretical gap by providing a study on the impact of all the combined aspects on employee commitment.

Despite the presence of different studies on employee training and employee commitment in organizations being prevailing, many of these studies were conducted outside Somalia and these were not even done in the telecommunication sector which present a contextual and geographical

gap that the current study intend to address by conducting a study on employee training and employee commitment at Hormuud Telecom

The study finds that a number of studies have been conducted on the subject of employee commitment and training, but the majority of these studies were carried out in the years 2017 and 2018, and only a small number of these studies were reviewed in 2021 and 2022. Very few studies are available in 2023, resulting in a time gap that the current study aims to fill by conducting a study in 2023 or 2024 at the Somtel Telecom company in Bosaso Puntland, Somalia, on employee commitment and training.

The study address the methodological gaps by undertaking a study based on more than one research approach, whereas many of the literature reviewed is based on articles which are done specifically based on single methods such as questionnaire, the current study will be undertaken based on two instruments to complement the questionnaire and interview guide hence filling a methodological gap by the previous studies employing a single research instrument besides the population of the articles are small yet the current one intends to use more than 100 respodents providing a fill into the methodological gap. This study set to address contextual, theoretical, geographical and methodological gaps.

## CHAPTER THREE

### METHODOLOGY

#### **3.0 Introduction**

The techniques the researcher employed to gather data are covered in this chapter. The study's design, target population, sample size, sampling strategies, data sources, data collection methodologies, instrument validity and reliability, data processing, data analysis, and ethical considerations were all highlighted.

#### **3.1 Research approach**

The study used a hybrid approach, analyzing the data using both quantitative and qualitative methods. The investigator utilized a combination of quantitative and qualitative methodologies to gather information from the various study participants. In order to accomplish the study's aims, the researcher employed a quantitative research design, which involved assigning statistical numbers to variables (Kothari, 2004). The study used a qualitative approach to augment its mostly quantitative methodology..

#### **3.2 Research Design**

Research design is a set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem (Kumar, 2019). This study adopted a crosssectional survey research design which involves analysis of the characteristics of a particular individual or group for some limited time. Cross sectional, survey, descriptive and correctional design is appropriate in determining the effect of employee training on employee commitment. Bhattacharjie (2012) asserts that cross sectional survey measures a wide variety of unobservable data such as participants' preferences, traits and attitudes; are ideal for collecting data from large populations that are not easy to directly observe and, they use questionnaires which are usually preferred by respondents, due to their unobstructive nature and the ability to be filled at one's convenience enable the regression analysis to determine the effect of the employee orientation, mentoring and apprenticeship and its effect on employee commitment. Survey design was used in the collection of the data especially the questionnaire/ quantitative data for the study. Descriptive analysis was done through mean and standard deviation to determine the level of employee training and staff commitment. Correlation design will be used to test the

association or effect between the variables of the study and test the hypothesis at 95% confidence interval.

### 3.3 Study Population

Population is defined as the totality of persons or objects which a study is concerned (Ledford & Gast, 2018). Population is all elements, individuals, or units that meet the selection criteria for population to be studied for the purpose. For the purpose of this study, the researcher targets both managerial and non managerial staff of Somtel Telecom Company, Bosaso. According to the Human resource records, Somtel Telecom has 79 staff that includes 6 Managerial staff of the Somtel (HR Report, 2022). The population is all employees targeted since these are part of the daily activities hence understand the staff commitment they witness employee training.

### 3.4 Sample Size

Kothari (2004) defines a sample as a small group of the universe taken as the representative of a whole. The researcher worked with a sample of the population that was selected as a representative of the population. Because the population is small, the researcher employs census inquiry in the selection of the respondents for the study.

**Table 3.1: Population Structure, Sample Size and Sampling Techniques Category**

<b>Population</b>	<b>Category</b>
Managerial Staff	6
Customer care	29
Finance staff	11
Operations	23
Support Staff	10
<b>Total</b>	<b>79</b>

*Source: Somtel HRM Report (2022) for population, Census for sampling techniques*

### 3.5 Sample selection

The size of the sample has been drawn from the population, because the population is less than 80, the researcher chosen the entire population as a sample where by the entire population will be considered as a sample for the study. According to Creswell (2012) census enquiry involves



collection and analysis of data from every possible case or member in a population. This is used because there was no need for randomness as it is a complete enumeration.

### **3.6 Data Collection Instrument**

The data was collected using both questionnaire and Interview Guide

#### **3.6.1 Questionnaire**

Primary data was collected by the use of a questionnaire which was closed ended questionnaires. It's deemed a good instrument for gathering data. As opposed to other methods of data collection, questionnaires frequently remove subjectivity. A questionnaire, according to Oso and Onen (2008), is a technique for gathering data in which participants answer a set number of written questions. Because it can produce the widest range of accurate and satisfactory data, the questionnaire is the recommended method of data collecting. The fact that questionnaires increase the independence and accuracy of respondents' responses and save the researcher time makes them beneficial as well. Respondents in the study area who were able to fill out the form and give their time were asked to provide information using this instrument. A five-point Likerttype scale was used for measurement, with 5 denoting highly agree, 4 agree, 3 unclear, 2 disagree, and 1 severely disagree. The staff commitment and employee training questionnaire is located in Appendix I.

#### **3.6.2 Interview Guide**

The researcher used interview guide with the managerial staff of Somtel Telecom Company. It will use to give respondents an opportunity to express them freely and its ability to give deep insight into the required information and the researcher therefore had to interact with the respondents, face to face and ask them relevant questions to the study. The instrument was used purposely because it provides or a systematic flow of information due to the order of questions and it also helps in covering information that would be skipped in the questionnaires. Managerial staff through interview guides were provide fully detailed information, the interview guide was appended into appendix ii names employee training and staff commitment questionnaire with open ended questions.

### **3.7 Data Quality Control**

Since this study employed a variety of data collection instruments, it is necessary to determine the validity and reliability of the instruments.

#### **3.7.1 Validity of the Questionnaire**

Validity can be defined as an individual's subjective assessment that the tool captures relevant data as intended. Wiek and Lang (2016) define it as a metric for determining the accuracy of research questionnaires. In order to improve clarity and overall applicability, uncertainties should be removed when creating the data gathering instrument by utilizing the right terms and concepts. Consequently, the measuring instruments were presented to the supervisor and an additional specialist in the domains of employee performance and succession planning in order to verify their validity and ascertain whether they could be taken at face value. By calculating the content validity index based on the content validity index, additional validity for a questionnaire was ascertained.

$$CVI = n/N$$

Where n is the number of items which was declared relevant, N is the total number of items in the instrument.

A content validity was computed by dividing the number of items selected as suitable. A content validity index of 0.884 was obtained which indicates that the instrument is valid since the coefficient of validity at least or greater than 0.70 are accepted as valid in research according to (Amin, 2004). Construct validity is 0.923.

#### **3.7.2 Reliability of the Questionnaire**

Reliability refers to the degree to which an instrument consistently measures what is supposed to measure (Bresler and Stake, 2017). The results are consistent over time and accurate presentation of the total population under study, test-re-test reliability method was done to determine the reliability of the questionnaire for this study. Employees of Somtel Telecom were given questionnaires by the researcher as part of a pilot study. The data was then entered into SPSS, which produced a Cranbach's Alpha score. The study's chosen items and questions are those that are considered pertinent to the study variables and may be tested, as evidenced by the 0.798

Alpha coefficients and whole related content Validity index for all experts. This demonstrated the validity of the questionnaire, making it suitable for usage.

### **3.8 Data Gathering Procedure**

An introductory letter was obtained from directorate of post graduate studies and research of Kampala International University. Following approval, the researcher created a list of Somtel Telecom qualifying respondents. After informing the respondents of the study's goal, the researcher asked them to sign an informed consent form. To get precise data quickly, the researcher employed and trained research assistants. The respondents were asked to complete all questions on the surveys and not to omit any information. Within two weeks following the distribution date, the researcher and her helpers gathered the questionnaires. Everybody who returned a questionnaire had its answers verified. Conversely, the researcher conducted individual interviews with the chosen respondents.

### **3.9 Data Analysis**

Quantitative data was analyzed by employing descriptive statistics and inferential analysis specifically simple linear regression analysis using statistical package for social science package 24. This technique gives simple summaries about the sample data and presents quantitative descriptions in a manageable form (Gupta, 2004). Together with simple graphics analysis, descriptive statistics form the basis of virtually every quantitative analysis to data (Kothari, 2004). The examination of the constructs on the variables was taken into account in the data analysis for the first through third objectives. Frequency and percentages were used to examine the biodata, and staff commitment and employee training levels were assessed using the objectives. The effect between the variables was assessed using simple linear regression analysis to prove the nature of effect between employee training and employee commitment.

Qualitative data analysis was integrated with quantitative presentations where qualitative data was attained through reading and re-reading the text of the collected data. Content analysis was done to present the responses attained through the interviews as content based on the questions raised and answered by the respondents in the study.

### **3.10 Ethical Considerations**

To undertake the study on employee training and staff commitment in Somtel Telecom company, the researcher undertook the following ethical concerns;-

In order to adhere to the ethical considerations, the researcher obtained clearance from the faculty of arts and social sciences introducing him to the field. The researcher attained information from the respondents through online platform using Google form.

Consent of the respondent was sought and therefore they were compelled but willingly participate. Confidentiality of the information obtained was assured to respondents by requesting for no names to be appended anywhere while anonymity was through proper use of coding of the respondents (Bryman & Bell, 2011).

Findings were honestly reported to ensure authenticity of the information was obtained. Data presentation and findings were honestly done following the university' research guidelines.

The researcher attained informed consent from authorities to interview their citizens and also interviewed the care takers. The researcher explained to the people in the study area the objectives of the study, introduced him he explained why the particular respondents were chosen, the benefits, discomforts and harms of the study, and requested to also ask questions in relation to the study.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

#### 4.0 Introduction

This chapter presents analysis and discussion of findings based on examining the effect of employee training on staff commitment, a case of Somtel Bosaso Puntland Somalia. Within this chapter, the findings are arranged in accordance with the specific goals of the research, which included: (i) investigating the impact of employee orientation on staff commitment in Somtel Bosaso Puntland, Somalia; establishing the impact of employee mentoring on staff commitment in the same location, and ascertaining the impact of employee apprenticeship on staff commitment in the same location. The results are presented based on quantitative and qualitative respondents attained from questionnaire and focus group discussion with respondents. The data attained quantitatively is presented in form of frequencies, percentages and simple linear regression while qualitative analysis used content analysis as presented in the subsequent subchapters. Response rate is the first topic covered in the chapter, which is then followed by an examination of demographic factors, descriptive analysis using an interview as a follow-up (content analysis), and lastly a basic linear regression analysis to forecast how the variables would affect each other.

#### 4.1 Rate of Response

The research aimed to collect data from a sample of six qualitative and 73 quantitative field respondents. The data attained information from 71 respondents with 97.2%, while 5 respondents was got from the field, the respondents who failed to respond didn't bring the responses in the time of 2 weeks others deliberately refused and a few were inaccessible, Never the less the attained responses rare sufficient. Amin (2005) contend that a response above 70% and above for the collection of data is sufficient if quantitative data is attained. The study results are provided under here.

**Table 4.1: Response Rate**

	Sample Quantity	Sample Quantity	Sample Quantity
Survey	73	71	97.2
Interview	06	05	83.0

**Source: Primary Data, 2024**

## 4.2 Demographic Characteristics

Based on their age, marital status, level of education, gender, and length of employment, the respondents are based on the study. The demographic profile of the respondents informed the study's findings. This attempted to convey the demographic identification of the study along with the viewpoint of the gender respondent, as shown below.

### 4.2.1 Gender

The investigator began examining the opinions of participants whose gender was represented in the responses, as indicated by the table.

**Table 4.2: Gender of Respondents**

Gender	Frequency	Percent
Male	46	64.8
Female	25	35.2
<b>Total</b>	<b>71</b>	<b>100.0</b>

**Source: Primary Data, 2024**

According to Table 4.2's findings on respondents' gender, 46 (64.8%) of the respondents were men, and 25 (35.2%) of the respondents were women. The study's findings show that data was gathered from both sexes, that it attempted to determine how each respondent's gender was represented, and that all respondents expressed their opinions regardless of gender. Both men and women are participating in the study on staff commitment and employee training.

### 4.2.2 Age of Respondents

The researcher asked respondents about their opinions of the study regarding the age distribution of respondents in table 4.3. The obtained data is displayed in Table 4.3.

**Table 4.3: Respondents' Ages**

<b>Age</b>	<b>Time Period</b>	<b>Percentage</b>
Below 26 years	4	5.6
26-35	7	9.9
36-45	21	29.6
46-55	35	49.3
56 years above	4	5.6
<b>Total</b>	<b>71</b>	<b>100.0</b>

**Source: Primary Data, 2024**

As indicated by Table 4.3's results, the majority of study participants—35, or 49.3%—were between the ages of 46 and 55. Next in line were respondents who were 21 or 29.6% older than 36 to 45 years old, followed by 7 or 9.9% older respondents who were between the ages of 26 and 35, 4 or 5.6% older than 26 years old, and 4 or 5.6% older than 56 years old. The goal of the study was to gather replies on age identity. According to the data collected, many of the respondents were mature, which allowed for the collection of data from them. The age is a clue that these people have a thorough understanding of the Somtel Telecommunication Company's study requirements for personnel dedication and training.

### 4.2.3 Respondents' Level of Education

Here, the researcher's focus was on learning more about the respondents' educational backgrounds, and the data she collected is shown in Table 4.4.

**Table 4.4: Respondents' Education**

<b>Education</b>	<b>Time Period</b>	<b>Percentage</b>
Certificate	3	4.2
Diploma	3	4.2
Bachelors	51	71.8
Post Graduate	14	19.7
<b>Total</b>	<b>71</b>	<b>100.0</b>

**Source: Primary Data, 2024**

The study set out to gather data for the study on an education identify of the respondents; Table 4.4 findings show that the majority of respondents were degree holders, accounting for 51 (71.8%) of the respondents; post graduate holders made up 14 (19.7%) of the respondents; diploma holders made up only 3 (4.2%) of the respondents; and finally certificate holders made up 3 (4.2%) of the respondents.

#### **4.2.4 Marital Status**

The researcher sought to establish the respondents views seeking the marital status identity views in the study as provided in Table 4.5.

**Table 4.5: Marital Status of Respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Single	19	26.8
Married	49	69.0
Separated	2	2.8
Widowed	1	1.4
<b>Total</b>	<b>71</b>	<b>100.0</b>

**Source: Primary Data, 2024**

According to Table 4.5, the researcher established that majority of the respondents in the study were married constituting 49(69%) of the respondents, followed by single respondents who were 19(26.8%), those who separated were 2(2.8%) and those who were widowed were 1(1.4%) of the



respondents. The research indicates that respondents were attained from the different marital groups, majorly respondents were married a sign of responsibility indicating that the information was attained from responsible respondents hence information attained is sufficient for decision making.

#### 4.2.5 Working experience of respondents

Here the study sought to establish the respondent’s views concerning the study on the time of work in Somtel Company. The information gathered for the study was used to infer respondents' opinions about awareness and time of work identity from their answers, as shown in Table 4.6.

**Table 4. 6: Time spent working for Somtel**

<b>Time spent</b>	<b>Frequency</b>	<b>Percent</b>
1-5 years	7	9.9
6-10 years	23	32.4
11 years above	41	57.7
<b>Total</b>	<b>71</b>	<b>100.0</b>

**Source: Primary Data, 2024**

According to Table 4.6 regarding the period of respondents' employment with Somtel Company, 41 (57.7%) respondents had worked there for 11 years, followed by 23 (32.4%) respondents with 6–10 years, and 7 (9.9%) respondents with less than 10 years. The results indicate that the majority of respondents have been employed by Somtel Company for more than 11 years, and as a result, they are aware of the company's staff training and employee training programs.

#### 4.3 Objective 1: Orientation and Staff Commitment in Somtel Bosaso Puntland Somalia

Examining how employee orientation affects staff commitment in Somtel Bosaso Puntland, Somalia, was the first goal. The researcher first generated descriptive statistics to evaluate the degree of employee orientation following the description of staff commitment using mean and standard deviation before analyzing the effect between the variables of the study using regression analysis. The relationship between the variables was also established and there after regression analysis was conducted. The results are presented in Table 4.7, 4.8 4.9 and 4.10.

### 4.3.1 Descriptive statistics on employee orientation in Somtel Bosaso Puntland Somalia

Here the researcher provided descriptive analysis of the variables to determine the level of employee orientation based on mean and standard deviation.

**Table 4.7: Descriptive statistics on employee orientation in Somtel Bosaso Puntland Somalia**

<b>Descriptive statistics on employee orientation</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
There is a designed policy on employee orientation	2.873	1.492	Fairly Good
All recruited employees are oriented	2.929	1.588	Fairly Good
The orientation is based on the assigned duties	3.338	1.629	Fairly Good
The employee orientation suits the changing global needs	3.084	1.509	Fairly Good
There is use of hired consultants in the orientation of employees	3.225	1.494	Fairly Good
The employees orientation is based on the objectives of this company	3.253	1.461	Fairly Good
<b>Average Mean</b>	<b>3.117</b>	<b>.808</b>	Fairly Good

**Source: Primary Data, 2024**

#### **Key: Interpretation Scale for Mean Values**

<b>Scale</b>	<b>Mean Range</b>	<b>Response</b>	<b>Interpretation</b>
<b>5</b>	4.21-5.00	Strongly agree	Very Good
<b>4</b>	3.41-4.20	Agree	Good
<b>3</b>	2.61-3.40	Not sure	Fairly Good
<b>2</b>	1.81-2.60	Disagree	Poor
<b>1</b>	1.00-1.80	Strongly disagree	Very Poor

The total mean ( $M=3.117$ ) and standard deviation ( $0.808$ ), which are regarded as fairly good, are shown in Table 4.7's descriptive statistics on employee orientation at Somtel Bosaso Puntland, Somalia. The researcher agrees that the staff orientation at Somtel Bosaso Puntland was carried out in accordance with established standards in light of the findings. In this stance therefore, the researcher contend in agreement contending that the employees in Somtel are well oriented. The first variable was to determine whether there is a designed policy on employee orientation, the findings had a mean of  $2.873$ , the standard deviation was  $1.492$  interpreted as fairly good. The findings indicate that some respondents agree that there exist s designed employee orientation policy in Somtel company Bosaso district, Puntland Somalia. The researcher also sought to determine whether all recruited employees are oriented, this had  $2.873$  mean while the standard deviation was  $1.492$  interpreted as fairly good. The research therefore contends that there is recruitment of employees. The status of the orientation is based on assigned duties to the employees of the Somtel Company, as indicated by the mean of  $3.338$  and the standard deviation of  $1.629$ , which is understood as fairly excellent.

The employee orientation suits the changing global needs had the mean of  $3.084$ , the standard deviation was  $1.509$  interpreted as fairly good. In the study the researcher contend that the employee orientation suit the changes in the global needs in Somtel company. With a mean of  $3.225$  and a standard deviation of  $1.494$ , which is considered to be quite good, it can be concluded that paid consultants are used in the staff orientation process. The results showed that the company's objectives form the basis of the employee orientation. The mean of the data was  $3.253$ , and the standard deviation was  $1.461$ , which is considered to be fairly good. This indicates that the state of employee orientation is reasonably anchored to the company's aims.

The findings are in agreement with those of the interviews which provide in agreement, Employee performance in this company is based on the need to adequately prevail and supplement efforts aimed at developing orientation for the employees.

*There is a known employee orientation policy in this company, and employee orientation has an assigned budget for the execution of the orientation program in Somtel Company Bosaso.*

Interview with Managerial staff 01

*In this study, the researcher further indicates that the orientation procedures in the company are provided in agreement with the state of the provided orientation system. Orientation for the employees is laid with the procedures of operations.*

Interview with Managerial staff 02

*In some cases, this company hires consultants to undertake the effective operation of orientation schemes to provided value to the operations and operations wellness of the employees.*

Interview with Managerial staff 03

The results in questionnaire and interview both indicate that employee orientation in Somtel is moderately done in a timely manner according to the needs of the company towards the new employees.

#### **4.3.2 Detailed data on employee dedication at Somtel Bosaso Puntland, Somalia**

**Table 4.8: Staff commitment descriptive data, Somtel Bosaso Puntland, Somalia**

<b>Descriptive data about staff dedication</b>	<b>Imply</b>	<b>Average Deviation</b>	<b>Analysis</b>
Employee work output has been increasing	2.957	1.553	Moderately High
The employees report to work timely	3.014	1.507	Moderately High
The employees are always preset at work	3.126	1.611	Moderately High
The employees serve customers in time	3.084	1.583	Moderately High
The assigned work to employees is completed in time	3.084	1.431	Moderately High
The employees effectively communicate with each other	3.014	1.525	Moderately High
Staff in this company are flexible in work assigned	3.281	1.475	Moderately High
<b>Average mean</b>	<b>3.080</b>	<b>1.241</b>	<b>Moderately High</b>

**Source: Primary Data, 2024**

<b>Scale</b>	<b>Mean Range</b>	<b>Response</b>	<b>Interpretation</b>
<b>5</b>	4.21-5.00	Strongly agree	Very High
<b>4</b>	3.41-4.20	Agree	High
<b>3</b>	2.61-3.40	Not sure	Moderately High
<b>2</b>	1.81-2.60	Disagree	Low
<b>1</b>	1.00-1.80	Strongly disagree	Very low

The descriptive statistics presented in Table 4.8 pertain to staff commitment at Somtel Bosaso Puntland, Somalia. The average staff commitment was found to be 3.080, with a standard deviation of 1.241. This can be interpreted as a moderately high level of commitment. The standard deviation indicates the degree of closeness between the data sets with respect to mean, indicating the existence of a moderate variance. The research agrees with the findings, arguing that employee dedication in the organization is generally positive. The first factor to ascertain was whether worker productivity has been rising. The mean,  $M=2.957$ , and the standard deviation, 1.553, were assessed as moderately high, indicating that worker productivity at Somtel has been increasing gradually. Additionally, the employees arrive at work on time, as seen by the mean of 3.014 and the standard deviation of 1.507, which is considered to be pretty high and indicates that the employees report to work fairly promptly. The results show that the employees are consistently present at work, with a mean of 3.126 and a standard deviation of 1.611. These figures suggest that the employees' presence is moderate.

The employees serve customers in time according to the mean of 3.084, the standard deviation of 1.583 interpreted as moderately high indicating that the customer's service to the employees is fairly good. The assigned work to employees is completed in time with the mean of 3.084, the standard deviation was 1.431 interpreted as moderately high meaning that the employees assigned works are completed in a less timely manner. With a mean of 3.014 and a standard deviation of 1.525, which is considered reasonably high, the employees effectively interact with one another. This indicates that the employees' communication is generally good. The personnel at Somtel Company has a flexible work schedule in the company's operations, as seen by their 3.281 mean and 1.475 standard deviation, which is evaluated as relatively high.

Interview responses are in agreement with the same arguing that:-

*Many staff is committed, more commitment amongst the staff is generated upon the supervision and control of staff in a timely manner. Therefore supervision for the staff has been responsible for the realization of goals and objectives of the company.*

Interview with Managerial staff 04

**Table 4.9: Correlation analysis on employee orientation on staff commitment in Somtel Bosaso Puntland Somalia**

		<b>Correlations</b>	
		Employee Orientation	Staff Commitment
<b>Employee Orientation</b>	Pearson Correlation	1	.806**
	Sig. (2-tailed)		.000
	N	71	71
<b>Staff Commitment</b>	Pearson Correlation	.806**	1
	Sig. (2-tailed)	.000	
	N	71	71

**\*\*.** At the 2-tailed 0.01 significance level, there is a correlation.

**Source: Primary Data, 2024**

The Pearson analysis results in Table 4.9 show the relationship between employee orientation and staff commitment in Somtel Bosaso Puntland Somalia. The researchers conclude that there is a statistically significant strong relationship between employee orientation and staff commitment in Somtel Bosaso Puntland Somalia because the pvalue is less than 0.05 significant value, the level of significance, and the r values are (r=.806, N=71, P=.000<.05). The results show that, in Somtel Bosaso Puntland, Somalia, employee orientation and staff commitment have a strong correlation.

**4.3.3 A regression study was conducted in Somtel Bosaso Puntland, Somalia, to examine the impact of employee orientation on staff commitment.**

**Table 4.10: Staff commitment at Somtel Bosaso Puntland, Somalia, as a function of employee orientation**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.806 <sup>a</sup>	.650	.645	.73981		
<b>a. Predictors: (Constant), Employee Orientation</b>						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.102	1	70.102	128.084	.000 <sup>b</sup>
	Residual	37.765	69	.547		
	Total	107.867	70			
<b>a. Dependent Variable: Staff Commitment</b>						
<b>b. Predictors: (Constant), Employee Orientation</b>						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.776	.352		2.206	.031
	Employee Orientation	1.237	.109	.806	11.317	.000

a. Dependent Variable: Staff Commitment Source:

**Source: Primary Data, 2024**

Regression analysis of the impact of employee orientation on staff commitment in Somtel Bosaso Puntland Somalia is presented in Table 4.10. The findings show that the impact of employee orientation on staff commitment was 65% in Somtel Bosaso Puntland Somalia, with an r-square of .650. Based on the findings, the researcher contend that a employee orientation accounts for 65% of staff commitment, the standard error estimate was .7398 indicating the closeness of the data.

The analysis of variance on effect of employee orientation on staff commitment in Somtel Bosaso Puntland Somalia show that the p-value was 0.000 less than the 95% confidence interval indicating that there exist a statistically significant effect of employee orientation on staff commitment.

Under the coefficients, the beta value of .806 indicate that a unit change in the employee orientation leads to a .806 change in staff committment. The researcher rejects the null hypothesis, arguing that employee orientation has a statistically significant impact on staff commitment, because the significance values were less than the 0.05 level of significance.

The findings are in agreement with those of the interview respondents who provided in agreement contending in the same manner.

*Orientation of employees is taught on the need for commitment and these usually perform into commitment in the organization. Usually performance has been realized in this employees and commitment towards the employees in the jobs.*

Interview with Managerial staff 05

#### **4.4 Objective 2: Staff commitment in Somtel Bosaso Puntland, Somalia, through employee mentorship**

The second goal of the study was to look at how staff commitment in Somtel Bosaso Puntland, Somalia, was affected by employee mentorship. The researcher first measured the degree of employee mentoring using descriptive statistics based on mean and standard deviation before utilizing regression analysis to ascertain the relationship between the study's variables.



#### 4.4.1 Detailed data on employee mentorship in Puntland, Somalia's Somtel Bosaso

**Table 4.11: Somtel Bosaso Puntland Somalia's descriptive statistics on employee mentoring**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
There is employee-specific sponsorship available.	3.591	1.526	High
Senior employees delegate authority to junior employees.	3.126	1.566	Moderately High
Workers are provided with an opportunity to learn about the company and get accepted within it.	3.535	1.412	High
Employees might acquire technical and managerial skills through assignments.	3.478	1.422	High
Junior employees' professional identity is redefined by superior personnel.	2.450	1.722	Low
Senior staff members assist less experienced staff members in developing a good selfimage.	3.563	1.401	High
<b>Average Mean</b>	<b>3.400</b>	<b>.755</b>	<b>Moderately High</b>

**Source: Primary Data, 2024**

In Somtel Bosaso Puntland, Somalia, Table 4.10 presents descriptive statistics on employee mentorship. The results showed that the standard deviation was .755, which is considered to be moderately high, and the mean was 3.400. The researcher agrees that Somtel's employee mentoring program is generally good in this position.. There is sponsorship of individual employees for sponsorship with the mean of 3.591, the standard deviation was 1.526 interpreted as high meaning that the sponsorship of the employees is existing in the company, the interpretations as high. The researcher also discovered that less experienced employees are delegated tasks by more experienced ones. The data showed a mean of 3.126 and a standard deviation of 1.566, which were considered to be reasonably high and indicated that the employees had duties.

With a mean of 3.535 and a standard deviation of 1.412, which is regarded as high, the employees are provided with a chance to acquire information about the organization and acceptability within it. This indicates that Somtel Company places a high priority on mentoring

and knowledge provision. With a mean of 3.478 and a standard deviation of 1.422, which is regarded as high, the employees' assignments are helping them improve technical and managerial abilities. The researcher concurs that the employees' assignments are delivered in a satisfactory manner. The mean of 2.450 indicates that superior employees assist in redefining the professional identity of junior employees. The standard deviation, which was regarded as low at 1.722, indicates that superior employees consistently define professional works in a low prompt manner. The study found that superior employees assist junior employees in developing a good sense of self. This was indicated by a high mean of 3.563 and a standard deviation of 1.401, indicating that superior employees support junior employees in pursuing their own interests. *There is staff mentoring, junior staff who join Somtel are placed in the hands of the mentors who time by time guide them on the preferred mode of work expected of the employees in the organization.*

Interview with Managerial staff 05

*Mentors usually direct in practice to the employees on the expected mode of work and hence are viable in the execution of the duties and responsibilities of their work. Mentoring is for some time and not done for employees all the time, upon learning these under mentoring become seniors and mentors others.*

Interview with Managerial staff 02 & 05

**Table 4.12: Correlation analysis of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia**

		Employee Mentoring	Staff Commitment
<b>Employee Mentoring</b>	Pearson Correlation	1	.636**
	Sig. (2-tailed)		.000
	N	71	71
<b>Staff Commitment</b>	Pearson Correlation	.636**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

**Source: Primary Data, 2024**

The Pearson analysis results between staff commitment and employee mentoring in Somtel Bosaso Puntland Somalia are shown in Table 4.12. The researchers conclude that there is a moderately significant statistical relationship between staff commitment and employee mentoring in Somtel Bosaso Puntland Somalia because the p-value is less than 0.05 and the level of significance and r values are ( $r=.636$ ,  $N=71$ ,  $P=.000<.05$ ). The results show that staff commitment at Somtel Bosaso Puntland Somalia has a moderate connection with employee mentorship.

**4.4.2 A regression analysis examining how staff commitment is impacted by employee mentorship at Somtel Bosaso Puntland, Somalia**

**Table 4.13: Regression analysis of staff commitment in Somtel Bosaso Puntland, Somalia, in relation to employee mentoring**

Model Summary					
Mo	R	R Square	Standard Error of del	R Squared Adjusted	Approximation
1		.636 <sup>a</sup>	.404	.396	.96509

a. Predictors: (Constant), Employee Mentoring

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.600	1	43.600	46.811	.000 <sup>b</sup>
	Residual	64.267	69	.931		
	Total	107.867	70			

**a. Dependent Variable: Staff Commitment**

**b. Predictors: (Constant), Employee Mentoring**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.559	.544		1.027	.308
	Employee Mentoring	1.045	.153	.636	6.842	.000

a. Dependent Variable: Staff Commitment

**Source: Primary Data, 2024**

Regression study on the impact of staff mentorship on commitment is presented in Table 4.11 for Somtel Bosaso Puntland, Somalia. The results established that the r-square was .404 which indicates that employee mentoring had 40.4% effect on staff commitment in Somtel Bosaso Puntland Somalia. Based on the findings, the researcher contend that employee mentoring accounts for 40.4% in staff commitment, the standard error estimate was .96509 indicating the closeness of the data.

The analysis of variance on effect of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia show that the p-value was 0.000 less than the 95% confidence interval indicating that there exist a statistically significant effect of employee mentoring on staff commitment.

Under the coefficients, the beta value of .636 indicate that a unit change in the employee mentoring leads to the .636 change in staff committment. Because the significance values were below than the 0.05 level of significance, the researchers were able to reject the null hypothesis and support their claim that employee mentoring had a statistically significant impact on staff commitment.

The results are consistent with what the interviewees who gave in agreement and contended in the same way said.

*Mentoring has provided information and practical knowledge to students which has enabled them embrace the commitment to their jobs. Mentored employees have always tried to work well to satisfaction of the mentors and the bosses though these are usually achieved through effective employee supervision.*

Interview with Managerial staff 03 & 04

*Furthermore, it was confirmed that mentoring really does a lot in generating the employees to work in the organization hence a tool of stimulating employee commitment.*

Interview with Managerial staff 03 & 05

#### **4.5 Objective 3: Staff Apprenticeship and Staff Commitment in Somtel Bosaso Puntland Somalia**

The third objective set to examine the effect of staff apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia. Before determining the effect between the variables of the study using regression analysis, the researcher first determined used descriptive statistics to measure the level of staff apprenticeship based on mean and standard deviation

#### 4.5.1 Staff apprenticeship in Somtel Bosaso Puntland, Somalia: descriptive statistics

**Table 4.14: Staff apprenticeship in Somtel Bosaso Puntland, Somalia: descriptive statistics**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
<b>Employees apprenticeship is done by the senior employees in the organization</b>	3.126	1.423	Fairly good
<b>Employee apprenticeship is undertaken in attaining professional in this company</b>	3.169	1.393	Fairly Good
<b>There is timely apprenticeship of IT staff effectively in this company</b>	2.985	1.458	Fairly Good
<b>The employee apprenticeship is undertaken by trained to attain quality bankers</b>	3.338	1.319	Fairly Good
<b>There are effective employee apprenticeship policies in this company</b>	3.746	1.284	Good
<b>The procedures for apprenticeship are clearly determined and laid out in this company</b>	3.450	1.481	Good
<b>Staff apprenticeship</b>	<b>3.302</b>	<b>.951</b>	<b>Fairly Good</b>

**Source: Primary Data, 2024**

The descriptive data on staff apprenticeship in Somtel Bosaso Puntland, Somalia, are shown in Table 4.13. The mean was 3.302, and the standard deviation was .951, which is regarded as fairly excellent, indicating that the state of staff apprenticeship in Somtel Bosaso, Somalia, is at this level. The first goal shows that senior workers in the business complete employee apprenticeships. This is supported by the mean of 3.126 and the standard deviation of 1.423, which is considered as fairly excellent. This organization uses employee apprenticeships to help employees become professionals. The mean of the data, 3.169, is considered to be fairly good, indicating that the training program is designed with the expertise of the company's professionals in mind. There is timely apprenticeship of IT staff effectively in this company with the mean of 2.985, the standard deviation was 1.458 interpreted as fairly good meaning that there is apprenticeship of the staff to meet the company functionality.

The employee apprenticeship is undertaken by trained to attain quality the operations, this had the mean of 1.319 interpreted as fairly good meaning that there exist employee apprenticeship for quality operations. This indicates that the Somtel Company has effective employee apprenticeship policies. The employee apprenticeship policy score was 3.746, with a standard deviation of 1.284, indicating a good interpretation. This company's apprenticeship policies are well-defined and outlined; the mean of the data was 3.450, with a standard deviation of 1.481, which is considered good and indicates that the company's procedures are well-established.

**Table 4.15: Correlation analysis of Staff apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia**

		<b>Staff apprenticeship</b>	<b>Staff Commitment</b>
<b>Staff apprenticeship</b>	Pearson	1	.312**
	Correlation		
	Sig. (2-tailed)		.008
	N	71	71
<b>Staff Commitment</b>	Pearson	.312**	1
	Correlation		
	Sig. (2-tailed)	.008	
	N	71	71

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

**Source: Primary Data, 2024**

The Pearson analysis results between staff commitment and staff apprenticeship in Somtel Bosaso Puntland Somalia are shown in Table 4.14. The researchers conclude that there is a statistically significant low relationship between staff commitment and staff apprenticeship in Somtel Bosaso Puntland Somalia because the p-value is less than 0.05 significant value and the level of significance and r values are ( $r=.636$ ,  $N=71$ ,  $P=.000<.05$ ). The results show that at Somtel Bosaso Puntland Somalia, staff commitment and staff apprenticeship have a moderate association.

**4.5.2 A regression study examining how staff commitment is impacted by staff apprenticeships at Somtel Bosaso Puntland, Somalia**

**Table 4.16: Regression study of Somtel Bosaso Puntland Somalia staff commitment in relation to staff apprenticeship**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Square	
1	.312 <sup>a</sup>	.097	.084		1.18783	
a. Predictors: (Constant), Staff apprenticeship						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regressi	10.512	1	10.512	7.450	.008 <sup>b</sup>

on						
Residual		97.355	69	1.411		
Total		107.867	70			

**a. Dependent Variable: Staff Commitment**

**b. Predictors: (Constant), Staff apprenticeship**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.736	.512		3.387	.001
	Staff apprenticeship	.407	.149	.312	2.730	.008

a. Dependent Variable: Staff Commitment

**Source: Primary Data, 2024**

Table 4.15 show regression analysis on effect of staff apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia. The results established that the r-square was .097 which indicates that staff apprenticeship had 9.7% effect on staff commitment in Somtel Bosaso Puntland Somalia. Based on the findings, the researcher contends that staff apprenticeship



accounts for staff commitment by 9.7%, the standard error estimate was .96509 indicating the closeness of the data.

The analysis of variance on effect of staff apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia show that the p-value was 0.000 less than the 95% confidence interval indicating that there exist a statistically significant effect of staff apprenticeship on staff commitment.

Under the coefficients, the beta value of .312 indicate that a unit change in staff apprenticeship leads to the .312 change in staff commitment. The values of significance were below the 0.05 level of significance, the researcher hence reject the null hypothesis and argue that there exist a statistically significant effect of staff apprenticeship and staff commitment. The results are consistent with what the interviewees who gave in agreement and contended in the same way said.

*Staff apprenticeship is done in the company, usually the company employees the employees from the main telecom companies operating in Mogadishu to avoid the gaps that require sector trainings to the employees which is mostly costly to handle in the company.*

Interview with Managerial staff 01 & 03

The practice Staff apprenticeship is therefore not much in this company and many employees have not effectively benefited from the practice as it is not a very highly done practices though prevailing in the company.

## CHAPTER FIVE

### DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter discusses the research's conclusions, recommendations, and findings.

#### 5.1. Discussion of findings

The talks that follow are done so in accordance with the particular study objectives that are stated in the evaluations that are supplied for each of the replies that were submitted.

##### 5.1.1 How worker commitment is impacted by employee onboarding at Somtel Bosaso Puntland, Somalia

According to the study, staff commitment at Somtel Bosaso Puntland in Somalia is impacted by employee orientation. The findings show that, at Somtel Bosaso Puntland in Somalia, employee orientation had a minor impact on worker commitment. The results corroborate those of Joel, Tarus, Kibert, and Kimite (2019), who contended that staff members of small and medium-sized businesses should be oriented toward commitment. They found out that customer orientation was indicated to be positively correlated with firm performance. The findings are in agreement with those of Qahtani (2019) who contends that there is positive significant relationship between employee orientation and employee performance in Mogadishu Somalia. Adjei (2019) points out that there are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom. and finally in agreement with those of Twei and Saina (2018) in research entitled the effect of employee orientation on staff commitment which explains that management of the banks needs to restructure and redesign their job rotation framework as non financial motivator to improve development in their organization. The results show that employee orientation had positive regression coefficient on staff commitment. The findings are further in agreement with those of Adamu, Mohammed and Gana (2022) who conducted a study on the impact of orientation training programs on staff commitment and the data was collected from 46 participants selected randomly from five companies: Sohar Aluminum, Stomo Company, Suhail Bahwan Group (Holding) LLC, Ooredoo Company and Oman Formaldehyde Chemical Company at Oman. The result states that the training program had succeeded in improving the employee's abilities, productivity, skills and

efficiency. Also worth noting is that at the end of each training program, the trainer's thoughts of the session are always recorded in a record book, indicating that the employee's performance during the training time is important. Employee orientation is therefore worth noted as bearing a direction for the design of the staff commitment in Somtel Bosaso Puntland.

### **5.1.2 Effect of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia**

Findings indicate that worker commitment at Somtel Bosaso Puntland, Somalia, is impacted by employee mentorship. The findings show that, at Somtel Bosaso Puntland in Somalia, staff commitment was somewhat impacted by employee mentorship. According to the research's findings, staff commitment at Somtel Bosaso Puntland in Somalia is positively statistically significantly impacted by employee mentorship. The results are consistent with a research study conducted by Osibanjo, Abiodun, and Obamiro (2019) on mentorship and the work-related outcome components through commitment. The study addresses the importance of mentoring relationships in the discipline of organizational behavior. The theoretical functionalism of effective mentoring ideology is examined, and the conceptual investigation of mentoring with key work-related outcome factors highlights the potential impact of mentoring relationships. The findings agree with those of Mittal and Upamannyu (2017) who conducted a study examining the influence of mentoring on organizational commitment and performance in India to evaluate mentoring, organizational commitment, and performance of faculty members working in various educational institutions in the Gwalior region. The study's findings demonstrated that while mentoring has a good relationship with organizational performance, it has a negative relationship with organizational commitment. The results are consistent with those of Ramesh (2019), who examined how coaching and mentoring affected worker commitment in the UK and how much of an impact these strategies had on employee performance. For the research, a quantitative technique and cross-sectional survey design were used. The findings of the study's correlation and regression analyses of the data collected showed that employee performance in terms of coaching and mentoring is at a high level. The findings are in agreement with those of Licombe (2018) examined the relationship between mentoring and employee performance in the public sector, specifically at TTCL head Quarters, the findings confirm that the staff commitment can be well realized with an effective committed staff in the Somtel Bosaso Puntland.

### **5.1.3 Effect of employee apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia**

Results indicate that staff apprenticeship has an effect on staff commitment in Somtel Bosaso Puntland Somalia. The findings show that staff apprenticeship had a very low effect on staff commitment in Somtel Bosaso Puntland Somalia. The findings corroborate those of OwusuAcheampong (2019), who investigates the impact of employee trainees' human capital on their productivity in small-scale enterprises within the Ghanaian Sekondi-Takoradi Metropolis. The study found a strong correlation between higher worker commitment and education and training. The outcomes also line up with the empirical study conducted by Lulu and Riyanto (2019), which looked at the impact of the apprenticeship training program on the high-value leather product sectors in Tanggulangin Sidoarjo, Indonesia. The study's conclusions showed that most employees' lack experience prevented them from participating in design. Additionally, in keeping with Peter's (2016) findings, which looked at how the apprenticeship program affected Nestle employees in South Africa. The research design used for the study was a survey. Data analysis for the study was done using the t-test program. According to the study, there was a significant correlation between the length of an apprenticeship and the productivity of Nestle Company workers. The results are consistent with an empirical study conducted by Udu (2015) in Ebonyi State, Nigeria, to investigate the impact of apprenticeship orientation on microbusiness performance. The study used an exploratory survey research approach in an effort to shed light on recently discovered benefits for small businesses from apprenticeship programs. A random sample of 301 microbusiness owners was used in the study. Data was gathered using the structured questionnaire. It also proved that employees' inventiveness and confidence were increased by perseverance in training. The study found that because apprenticeship programs develop young, motivated employees, microbusinesses gain a lot from them.

## **5.2 Conclusion**

### **5.2.1 In Somtel Bosaso Puntland, Somalia, the impact of employee orientation on staff commitment**

The study found employee orientation had a moderate effect on staff commitment in Somtel Bosaso Puntland Somalia. Based on the findings, the researcher conclude that staff orientation can be developed to the realization of staff commitment, in the assessment therefore its incumbent to argue that employee orientation has the potential to generate staff commitment

meaning enhanced employee orientation can be developed as a corner stone for the realization of commitments amongst the staff.

### **5.1.2 Effect of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia**

Findings indicate that worker commitment at Somtel Bosaso Puntland, Somalia, is impacted by employee mentorship. The results demonstrate that, in Somtel Bosaso Puntland, Somalia, worker commitment is positively statistically significant impacted by employee mentoring. The study conclude that employee mentoring if improved can improve the predictive environment of the staff in terms of commitment, it's essential to argue that employee mentoring if essential is good for staff commitment.

### **5.1.3 Effect of employee apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia**

Results indicate that staff apprenticeship has an effect on staff commitment in Somtel Bosaso Puntland Somalia. The findings show that staff apprenticeship had a very low effect on staff commitment in Somtel Bosaso Puntland Somalia. The employee apprenticeship in Somtel Bosaso has the capacity to the realize, the functional systems for the staff commitment in Somtel Bosaso Puntland. at the moment, staff apprenticeship is having a very low effect on the staff commitment in Somtel Bosaso Puntland Somalia.

## **5.3 Recommendations**

### **5.3.1 Effect of employee orientation on staff commitment in Somtel Bosaso Puntland Somalia**

Employee orientation is cardinal for the employees. The Management of Somtel needs to stipulate clear guidelines for undertaking orientations for the employees. Orientation of the employees should be based on a set Somtel goals and objectives in order to attain a focus by staff commitment. Policies and procedures guiding orientation of the employees need to be developed into efficiency and well planned to generate coherence of staff commitment.

### **5.3.2 Effect of employee mentoring on staff commitment in Somtel Bosaso Puntland Somalia**

Employers in this sector should embrace employee mentoring through career support, knowledge transfer, and psychosocial support in order to improve employee performance and gain a

competitive edge in the always demanding business climate. To enable mentors to guide their subordinates in accordance with corporate policies, employee mentoring must be properly regulated and evaluated on a regular basis. As a means of enhancing employees' performance for their company, certain companies should keep a close eye on the mentorship issue, which includes career support, knowledge transfer, and emotional support.

### **5.3.3 Effect of employee apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia**

Efforts should be put in place by employee apprenticeship to ensure that their employees are benefiting from organized training without favouritism for distributed effectiveness and skill development among employees. The policies on apprenticeship need to be clearly drawn to provide guidance to the state of the enhancement of organization developments. Apprenticeship activities need to be guided with an effective policy to enable the performance of the employees under a well guided organization performance mechanism.

### **5.4 Contribution to existing Knowledge**

The purpose of the study was to examine the effect of employee training on staff commitment, a case of Somtel Bosaso Puntland Somalia. The study specifically evaluated the effect of employee orientation on staff commitment, then establishes the effect of employee mentoring on staff commitment and finally determines the effect of employee apprenticeship on staff commitment in Somtel Bosaso Puntland Somalia. The study found to confirmation that employee training is a primary driver for the realization of staff commitment, in the board of directions, the researcher contend in agreement that employee training is an umbrella for the realization of commitment for the staff, Its therefore worthwhile arguing that employee training and staff commitment in Somtel Bosaso Puntland is in existence to moderate levels of the company and therefore the study brings employee training as an emerging gear towards enhancing the commitment of staff in Somtel Bosaso Puntland Somalia.

### **5.5 Restrictions on the research**

The sole tool utilized in the study to gather data was a survey questionnaire. This might reduce the quantity of primary data collected from responders. The researcher overcame this difficulty by adding to the main data and complementing the questionnaire data with the interviews.

The measurement scales employed in this investigation were modified from other studies. Consequently, this study is also impacted by the restrictions that were deeply ingrained in them. For further information on the study variables, the researcher did, however, use data from interviews and questionnaires.

Respondents took their time filling out the questionnaire, citing their hectic schedules from work as the reason for their tardiness in the data collection process. To overcome this obstacle, the researcher tried to start sending out reminders to respondents to complete the questionnaire within the time frame that was previously decided upon by the researcher and the respondent.

Some participants expressed worry about answering the questionnaire because they believed the researcher would learn private information regarding the research field. The researcher did, however, make an effort to overcome this difficulty by telling the respondents that the data they provided would be kept private.

### **5.6 Areas for Further Research**

The study recommends the following as areas of further study to supplement on these findings.

1. Cross training and Employee performance
2. The role of job orientation on staff commitment
3. Personnel training and the effectiveness of information systems

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## APPENDICES

### Appendix I: Questionnaire

I am Yahye Abdirahman Ibrahim, a student of Kampala International University Uganda conducting a study on “Employee training and staff commitment case study of Somtel Telecom, company Bosaso Somalia. I am conducting a study that leads to the award of Masters of Business administration of KIU. Kindly feel free to answer the questionnaire by ticking the options that suit your response.

#### QUESTIONS: instructions (Tick the appropriate box)

##### SECTION A: Background Information of Respondents

###### 1) Gender

Female

Male

###### 2) Age

Less than 26 years

26- 35 years

36- 45years

46- 55 Years

56 Years above

###### 3) Level of educational

Certificate

Diploma

Bachelors

Post Graduate

###### 4) Working Experience

1-5 Years

6-10 Years

11 Years above

5) Marital status

Single

Married

Separated

Widow

**Part 2: Employee Training**

Direction: Please write your preferred option on the space provided before each item. Kindly use the rating guide below:

Response Made	Rating	Description
Strongly Agree (SA)	5	You agree with no doubt at all.
Agree (A)	4	You agree with some doubt
Neutral (N)	3	You are doubtful
Disagree (D)	2	You disagree with some doubt
Strongly Disagree (SD)	1	You disagree with no doubt at all

The use of likert scale were 1= strongly disagree, 2= Disagree, 3= Not sure 4= Agree, 5= Strongly Agree.

		Rankings				
	<b>Employee Orientation</b>	1	2	3	4	5
O1	There is a designed policy on employee orientation					
O2	All recruited employees are oriented					
O3	The orientation is based on the assigned duties					
O4	The employee orientation suits the changing global needs					
O5	There is use of hired consultants in the orientation of employees					
O6	The employees orientation is based on the objectives of this company					
	<b>Employee Mentoring</b>					

EM1	There is sponsorship of individual employees for sponsorship					
EM2	Junior employs are given responsibilities under the					
	senior ones					
EM3	Employees are given an opportunity to gain knowledge on the organization and acceptance in the organization					
EM4	Through assignments employees are been able to gain technical and managerial skills					
EM5	Superior employees help redefine who a junior employee is as a professional					
EM6	Superior employees help junior employees in achieving a positive sense of self					
	<b>Staff apprenticeship</b>					
SA1	Employees apprenticeship is done by the senior employees in the organization					
SA2	Employee apprenticeship is undertaken in attaining professional in this company					
SA3	There is timely apprenticeship of IT staff effectively in this company					
SA4	The employee apprenticeship is undertaken by trained to attain quality bankers					
SA5	There are effective employee apprenticeship policies in this company					
SA6	The procedures for apprenticeship are clearly determined and laid out in this company					

### SECTION C: Staff Commitment

The use of likert scale were 1= strongly disagree, 2= Disagree, 3= Not sure 4= Agree, 5= Strongly Agree.

		Rankings				
	Staff commitment	1	2	3	4	5
SC1	Employee work output has been increasing					
SC2	The employees report to work timely					
SC3	The employees are always preset at work					
SC4	The employees serve customers in time					
SC5	The assigned work to employees is completed in time					
SC6	The employees effectively communicate with each other					
SC7	Staff in this company are flexible in work assigned					



## **Appendix II: Interview Guide**

- 1) How employee orientation is conducted in Somtel telecom Bosaso Puntland Somalia?
- 2) What are the challenges faced in ensuring staff orientation in Somtel telecom Bosaso Puntland Somalia?
- 3) What is the effect of employee orientation on staff commitment in Somtel telecom Bosaso Puntland Somalia?
- 4) How is employee mentoring done among the staff in Somtel telecom Bosaso Puntland Somalia?
- 5) What are the challenges faced in staff mentoring in Somtel telecom Bosaso Puntland Somalia?
- 6) What is effect of employee mentoring on staff commitment in Somtel telecom Bosaso Puntland Somalia?
- 7) How does your company conduct employee apprenticeship in Somtel telecom Bosaso Puntland Somalia?
- 8) What are the challenges to the staff apprenticeship in Somtel telecom Bosaso Somalia
- 9) What is the effect of employee apprenticeship on staff commitment in Somtel telecom Bosaso Puntland Somalia?

Appendix III: Map of Boosaso Somalia

