



FACTORS INFLUENCING EMPLOYEE PERFORMANCE OF SELECTED UNIVERSITIES IN MOGADISHU SOMALIA

Hassan, M. H., & Theuri, F. S.

FACTORS INFLUENCING EMPLOYEE PERFORMANCE OF SELECTED UNIVERSITIES IN MOGADISHU SOMALIA

Hassan, M. H.,^{*1} & Theuri, F. S.²

^{*1}Jomo Kenyatta University of Agriculture and Technology [JKUAT], Mombasa, Kenya

²PhD., Jomo Kenyatta University of Agriculture and Technology [JKUAT], Mombasa, Kenya

Accepted: April 8, 2018

ABSTRACT

The general purpose of this study was to investigate the factors effect employee performance of some selected universities in Mogadishu Somalia, namely; Mogadishu University, SIMAD University, Banadir University, Plasma University and Somalia University. Specifically this study examined the effect of staff decision making, staff Teamwork & efficiency on employee performance. A sample of 200 staff were selected among 400 Target population using Slovene's Formula of computing samples. A qualitative method was use in the data collections of this research whereby data gathered using self-administered closed-ended questionnaires. 182 received out of 200 questioners distributed which represented 91 % response rate. Factor analysis was used to assess the validity and Cronbach alpha used to assess the reliability of the questionnaire. Data was analysed using Statistical Package for Social Scientists (SPSS V.20) while Pearson's linear correlation coefficient were used to analyse the relationship between the Decision making, Teamwork, delegation of authority and Trainings on employee performance. Findings revealed a positive relationship ($r=0.278$, $sig=0.011$) between decision making and employee performance; a significant positive relationship ($r=0.310$, $sig=0.005$) between Delegation of Authority and employee performance; and no significant relationship ($r=0.048$, $sig=0.667$) between Teamwork and employee performance, while there is a positive relationship ($r=0.278$, $sig=0.011$) between Employee training and employee performance; It was therefore concluded that Employee decision making, Teamwork, Delegation and Training had positively affected the performance of employees in the selected Universities in one way or the other. The study recommends that the College management should build and improve on Decision making, Delegation of authority, teamwork & Training of the current staff to maintain the organization culture; create opportunities for employees to interact with the managers of the universities in order to produce in house expertise, and encourage to over seasonal training and academic courses to enhance their loyalty to programmes and reward long-serving employees.

Key terms: Decision Making, Delegation of Authority, Employee performance, Teamwork, Staff Training, Efficiency, Productivity, Quality

INTRODUCTION

Globally, researchers have come up with many theories on the issue of motivation and employee performance (David et al.,1970). Popular among these theories are McClelland theory This theory points out two factors that were important for this study these are achievement and power, McClelland propounded that individuals with a strong “need for achievement” (known as n Ach), ask for, accept and perform well in challenging tasks which require creativity, ingenuity, and hard work. While the “need for power” (n Pow), people on the other hand have the desire to affect, control the behaviour of other people and to manipulate the surroundings (McClelland & Burnham, 2008).

Douglas McGregor Theory 'Y' which unlike theory 'X' has the view that people love work naturally and see their reward not only in terms of cash benefit but from the satisfaction derived from undertaking difficult works on their own thus providing managers a platform to exploit this wish for self-development for maximum productive efficiency. Maslow's hierarchy of needs theory can also be applied here. Employee's performance depends on a number of factors. There are employees who perform better due to their levels of intrinsic motivation. Other employees perform well because the working conditions and the benefits are favorable. In most cases, it depends on the needs and priorities of employees and the current status of employment that they are enjoying. These factors may affect their performance in their work places and this highly influences retention of employees in a particular job (Adsit et al, 1996). Performance is attained when an employee achieves organizational goals in a highly effective and efficient manner. This goal is closely aligned with achieving the overall goals of the organization.

(Nzuve, 2007) asserted that the essence of the factors influence employees in order to exert their efforts towards achieving organizational goals. People join and work in organizations in order to satisfy their personal needs. Thus, they are attracted to organizations that have the means of satisfying these needs. Organizations use incentives to induce people to contribute and put their efforts towards achieving organizational goals. Hence the continued existence of an organization depends on its ability to attract and motivate people in order to achieve these personal and organizational goals.

In Africa, the problem of insufficient employee performance investigated by several schoolers but have not been able to broadly study the role of the factors effect in promoting employee performance. (Hassan, 2011) investigated the impact of job satisfaction on employees' performance, a case study of MTN in Uganda. He discovered that in order to make employees happy and be content with their jobs, the amount of money paid to them should be increased to the considerable level beyond what only meets their basic needs. However, that study concentrated only on the impact of the job satisfaction of employees on their performance in MTN employees in Uganda.

In Somalia, Mogadishu, (Ali, 2012) studied the effect of staff training on staff performance a subject of study in traditional Universities of Somalia. He identified part from the trainings there is different factors had significance effect on staff performance but not given the required attention it needs. It is therefore to the interest of the researcher to establish why university management not satisfied on their staff performance. Therefore, this study set to investigate the factors affecting employees' performance of Universities in Mogadishu, Somalia.

The history of universities in Somalia retuning back to colonial era, the authorities of the British Protectorate of Somaliland intensified their efforts in 1957. In the south, the ten years of the Italian Trusteeship Administration (Amministrazione Fiduciaria Italiana della Somalia, AFIS) saw significant progress in the expansion of education infrastructure, including higher education. However, at the time of independence, apart from the few post-secondary school institutions set up by AFIS in the former Italian colony, the higher education sector in the rest of the country was non-existent. (Heritage, 2013)

In 1954 Somali National University was established in the Trust Territory of Somalia. It obtained official university status in 1969. During the institution's first thirty years, the main campus was known as Jaamacada Gaheyir ("Gaheyir University"). Improving education was a priority in the years following independence and the subsequent creation of the Somali Republic in July 1960. Progress however was slow, The inability of the new government to reform and expand the education system could be attributed to various challenges. Integrating two education systems developed by very different colonial powers, Britain and Italy, with different languages of instruction, syllabuses, and management styles, was a daunting task. The military coup led by General Mohamed Siyad Barre in 1969 marked the beginning of a period of significant progress in the provision of education in the country. 1970 Progress was made to Somali National University since established in Mogadishu with dedicated faculties for journalism, education, and medicine among others Very little progress was however made in the provision of the higher education in the rest of the country till 1991. (Heritage, 2013)

The civil war and the subsequent collapse of the Somali state completely destroyed the education infrastructure of the country. Nevertheless, significant progress has since been made in the reconstruction of education infrastructure throughout South-Central, Puntland, and

Somaliland. The prolonged period of instability in South-Central hampered reconstruction but it did not stop the efforts of various actors in rebuilding the sector in certain locations. Local communities, Islamic NGOs, and the Somali diaspora have been vital in the rehabilitation of HEIs. Furthermore, education umbrella organizations such as the Formal Private Education Network in Somalia (FPENS) have been key to the reconstruction and management of the primary and secondary education sectors (TFG Ministry of Education, Culture and Higher Education, 2011). Late 1996 opened Mogadishu University as first private university in Mogadishu after collapse of the central government of Somalia, By 2004 a dozen universities funded and maintained by diaspora and/or Islamic organizations were operational in Mogadishu as reported (Heritage, 2013) there is more than 100 universities in Somalia more than of them are in Mogadishu, this is number significantly increasing day dramatically due the new universities lunches.

Economists classify factors of production in to four categories namely: labour (employee), capital, entrepreneurship and land and other natural resources. Among these, employees are regarded as the most valuable assets of any organization without them no production activity can take place. The success of an organization largely depends on the quality of its employees which is measured by their performance. Employees are resources in organizations, and as such they need to be trained and developed properly to achieve an organization's goals and expectations (Brewster, 2007)

Employees 'performance like all other systems is key considerable in any production unit. Thus, understanding the effect of organization's Human resource Management polices (HRM) and its employees performance is importance to improve the organization 's ability move towards its vision. Organizations need to understand the factors that affect employees' performance because such insight will help them make decisions that will

inculcate to improve employees performance and to an extension the overall performance of the organization (Mekonnen, 2014)

Research Objectives

- To find out the influence of employee decision making on employee performance selected in Universities in Mogadishu.
- To examine the influence of employee Team work on employee performance in selected Universities in Mogadishu.
- To investigate the influence of employee delegation on employee performance in selected Universities in Mogadishu.
- To ascertain the influence of employee training on employee performance in selected universities in Mogadishu.

RELATED LITERATURE

Theoretical review

McClelland's needs theory

Needs theory McClelland 1961 (McClelland & Burnham, 2008) is formed on the basis of the study, this theory proposes that there are factors which encourage employee performance through job satisfaction these include achievement and power, McClelland propounded that individuals with a strong "need for achievement" (known as n Ach), ask for, accept and perform well in challenging tasks which require creativity, ingenuity and hard work. staff are constantly preoccupied with a desire for improvement and look for situations in which successful outcomes are directly correlated with their efforts so that they can claim credit for success. They take moderate and calculated risks and prefer to get quick and precise feedback on their performance. They set more difficult but achievable goals for themselves because success with easily achievable goals hardly provides a sense of achievement. They derive greater pleasure and excitement from solving a complex problem than from financial incentives and simple praise. The "need for power" (n Pow) is the desire to affect

and control the behaviour of other people and to manipulate the surroundings (Chandan, 2009).

Hierarchy of needs theory

Maslow classified the hierarchy of needs as follows: physiological needs, belongingness needs, esteem needs and safety needs. (Hodgetts & Hegar, 2008) assert that the psychological drive that directs a person towards an objective is motivation hence some argue that people have certain needs that motivate them to perform specific behaviours for which they receive rewards that give feedback and satisfy the original need.

This theory seemed to conform to this study as advanced by McClelland 1953 as cited (Nzuve, 2001) which asserts that each person possesses three needs, but people differ in the degree to which the motives dominate their behaviour. This need includes; need for achievement where employees seek situations in which they can attain personal responsibility where individuals with a high need for power enjoy being in charge, strive to have influence over others, being competitive and status-oriented situations, and more concerned with gaining influence over others, finally need for affiliation where individuals strive for friendship, competitive situations and an intermediate degree of risk. When these characteristics are prevalent, high achievers are strongly motivated. To meet these needs among employees its basis of the staff motivation staff it can be motivated the level covered from his need along the categories he or she lies which will in turn increase productivity.

When employees are able to perform a certain task with the required skills, managers should motivate them to ensure that the performance keeps on improving from one level to another. (Price, 2007) asserts that even when skilled employees may be aware of the implications that are invisible to the managers, they should consider employee 's views and opinions important for the sustainability of the

organization. Managers and organizations, therefore, can use the theory of Maslow's hierarchy of needs as a framework to develop benefit packages that are meaningful to and resonate with their employees (Sandri and Bowen, 2011), thus increasing motivation, productivity and overall organization's revenues. A motivated workforce, therefore, will be inspired to be more creative, productive and loyal, leading to increased employee performance.



Figure 1: Abraham Maslow's hierarchy of need by (McLeod, 2007)

Snyder's Theory of Decision-Making

The post-Second World War period witnessed a revolution in the thought system of political science. We have already touched behaviourism, structural-functionalism communications theory etc. Now we shall focus our attention on Snyder's approach to the study of political science which is commonly known as decision-making theory or approach to the study of politics. From the mid-fifties to the end of fifties Richard Snyder published a series of writings whose chief objective was to propagate the importance of decision-making approach. His decision-making theory can be explained in the form of following points: 1. We know that the general systems theory of David Easton and the structural-functional approach of Gabriel Almond and other related theories are more or less static in nature which means that all these theories deal with those elements that are static. But Snyder's point

of view is that society is not only complex but also dynamic. (Nitisha, 2016)

Snyder says that it is essential to go through the processes of the decision making, what factors are involved in this process, to analyse the decision, their impact upon the society. If we treat the subject in this way we shall find that the concept has dynamized the Organization and processes of analysing the phenomena. We know that in liberal democratic systems various groups, political parties, private and non-governmental organizations play important role in the administration. Decision-making process includes all of them (or most of them) into the orbit of analysis which mean in summary means decision making

The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequals. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving, and decision-making, the primary aim of PDM is for the organization to benefit from the "perceived motivational effects of increased employee involvement" (Latham, as cited in Brenda, 2001)

Expectancy theory of performance management system

Performance management has been identified as a system that creates context for continuous monitoring and measuring activities of individual employees in a firm. Similarly it also measures the performance of the entire organization so that organisational goals are met in an effective manner. Expectancy theory is an essential theory that underlines the concept of performance management. Expectancy theory of performance management was proposed by Victor Vroom in 1965. According to him, individuals behave in a specific manner because they get motivated by the desirable outcome of such behaviour.

Performance of an individual should always be aligned with organisational expectations regarding achievement of identified goals in future. The motivation that influences individuals to behave in a particular manner over other forms of behaviour is their expectancy. (Bhattacharya, 2016)

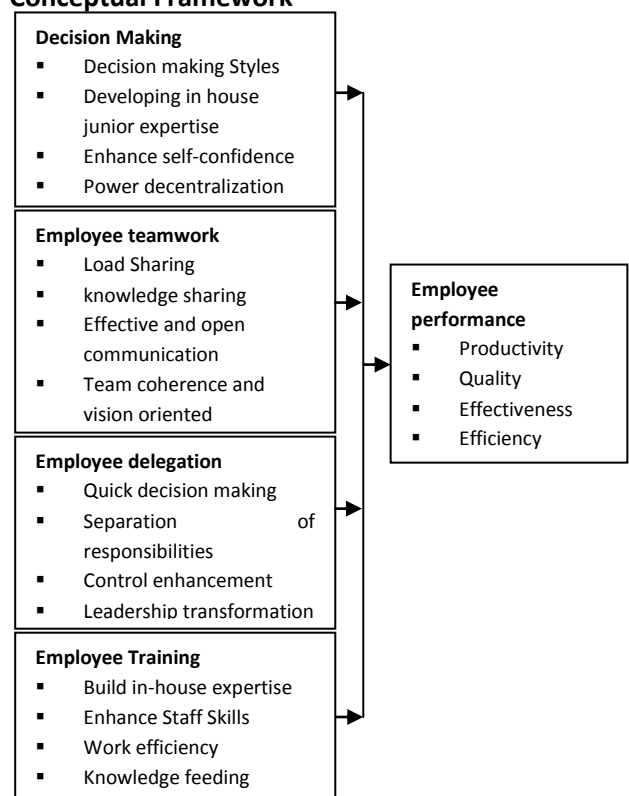
Expectancy is determined by individual belief that performance of a specific type of behaviour will certainly help the individual in attaining desired performance goals. Thus, this property helps individuals in determining if they have the required skill sets for accomplishing a work accurately. However, when performance goals are beyond the achievement, the corresponding motivation also declines. Instrumentality is connected with the process of rewarding for desired performance outcome. Thus, individuals are motivated to perform works that would provide greater rewards after successful accomplishment. However, when the instrumentality or reward for a number of organisational performances is same, motivation to perform different kinds of work declines. (Salaman & Billsberry, 2005)

Expectancy theory is applied practically in almost all types of organisations. This is primarily used in all aspects of employment relationship with the main focus on monitoring employee performance (Bhattacharya, 2016). On the other hand this theory is also applied to identify the variables that motivate individual employees in the organisation. Specifically, in case of recruitment and selection of employees, this theory helps in determining the motivators that influence people to join an organisation based on needs, goals and past experiences.

In case of assessment of organisational performance, this theory works towards interpreting the specific behaviour that the employees exhibit based on their individual expectancy calculations. Here it needs mentioning that expectancy theory also postulates that

different people want different things from their organisation (Bhattacharya, 2016) Moreover, this theory centres upon expectations of people and perceptions of the organisation about their corresponding organisational behaviour. Therefore, it helps in making individual employees aware about organisational behaviour and consequent expectations from the organisation. On the other hand, organisations are able to identify actual performance of their employees using this theory. So, this theory helps them in retaining employees who can add value to their firm by recognising their respective intrinsic and extrinsic motivators (Salaman & Billsberry, 2005)

Conceptual Framework



Independent variables

Dependent variable

Figure 2: Conceptual Framework

Decision making

Decision and behaviour may be the core characteristics of decision-making phenomena. They involve the process of human thought and reaction about the external world, which include

the past and possible future events and the psychological consequences, to the decision maker, of those events. The decision making is the process of identifying and selecting a course of action to solve a specific problem. (Gupta, 2010) So the essence of decision making seems to integrate both the beliefs about specific events and people's subjective reactions to those events.

Decision making (DM) reflects the success and failure of managers and the organization mainly hinges upon the quality of decisions (Ehrgott, 2011). The skills that are considered vital to efficient and effective decision making were based on normative model of decision making, which prescribes how decisions should be made.

Actively engaging workers in the decision-making process increases overall company morale. Many companies have a distinct separation of power between management and workers; however, active employee involvement lowers that gap, opening the lines of communication between supervisors and employees. As a functioning participant in the decision-making process, employees understand their ideas are an important contribution to the company, and gives them the power to influence the outcome of their work, leading to increased job satisfaction and a positive attitude, not only toward their position but also to the company itself. (Grant, 2011)

When employees are involved in making decisions, they gain a professional and personal stake in the organization and its overall success. This commitment leads to increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed overall. This is not only beneficial to company growth, but is also on-the-job training for workers. The increase in responsibility expands employee skill sets, preparing them for additional responsibility in the future. (Anderson; et al, 2015)

(Brenda,2004) argued the primary aim of participative decision making is for the

organization to benefit from the benefit from the perceived motivational influences of employees. When employees participate in the decision-making process, they may improve understanding and perceptions among colleagues and superiors, and enhance personnel value in the organization. Participatory decision-making by the top management team can ensure the completeness of decision-making and may increase team member commitment to final decisions. In a participative decision-making process each team member has an opportunity to share their perspectives, voice their ideas and tap their skills to improve team effectiveness and efficiency.

The whole above literature highlights the relationship between decision making and employee satisfaction generally pointed out important issues which included; empowerment making the work enjoyable, development of self-confidence and giving full authority to subordinates. These helps this study to investigate how decision making being practiced in the selected Universities in Mogadishu and how it effects their employee performance.

Employee teamwork

Teamwork theorists believe that if teams work well, have a common goal, are autonomous in their decision-making, and have responsibility and support, teamwork becomes a valuable experience for the workers involved. Teamwork is defined by (Scarnati, 2001) a cooperative process that allows ordinary people to achieve extraordinary results, working in a team empowers people and helps them develop autonomy, which is a source of profound job satisfaction and reduces stress.

Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations, Team members enhance the skills, knowledge and

abilities while working in teams (Froebel & Marchington, 2005).

The challenge for companies nowadays is to deliver quickly and flexibly new quality products and services, in order to be able to respond to greater and changing demands from clients. Standardization and specialization characterize traditional work organization; the work is divided into different segments, from preparation to support roles, in which workers specialize in order to maximize productivity. Specialization, control and routine are suitable when a constant demand for standardized products applies. However, for a fast changing demand, this method does not seem to work as well, and may lead to coordination problems and rigidities. Thus, companies have started to look for new forms of work organization i.e. teamwork (Delarue & De Prins, 2004) as cited by European foundation for the improvement of living and working conditions 2007. A high performance workplace focuses on increasing people's influence on the business as well as the impact of processes, methods, the physical environment, and the technology and tools that enhance their work (Burton, 2005).

According to the majority opinion of specialists in various fields, teamwork should help both to improve company performance and also to boost employees' well-being provided that the conditions of autonomous decision-making are in place, with the corresponding powers and responsibilities for assigned tasks, teamwork enhances employees' interest and motivation, not just in the context of the employee's work task but also in the context of the corporate strategy as a whole. The key to increased company productivity should be increased employee satisfaction as cited by (European foundation for the improvement of living , 2007)

Employee delegation authority

Delegation is the entrustment by a party of work or responsibility and authority to another and the

creation of accountability for performance as pointed by (Gebremedhin & Schaeffer, 2001) people feel stress most acutely when they have no control over the situation and receiving responsibility and the authority to make decisions can make a job more enjoyable.

In (Aghion & Tirole, 2007) model the degree to which a boss retains formal authority but delegates real decision authority to an employee. The boss balances the cost of giving up control with the benefit of promoting initiative by the employee to act on his information. The authors argue that delegation of corporate decision-making authority increases when firm complexity is higher, causing the CEO to be overloaded (such as when she manages a large, multi-segment firm) because the boss has "too little time to acquire the relevant information on each activity" This leads to the first empirical implication that we examine: delegation of corporate decision-making authority increases when the CEO is overloaded and as the firm becomes complex.

According to (Darwish, 2010) delegation of authority to the best method to raise the efficiency of job performance, the actual reality of the exercise of the powers delegated by the organization and its impact on the staff performance identifying the concept of delegation of authority as an act of administrative and positive role functionality in the efficiency of organizations in general.

Employees who feel responsible for their work are more likely to seek help and advice when they encounter a problem with which they have little experience. They seek such advice not to avoid responsibility, but because they feel pride in the quality of their work. In an organization that empowers its employees, collaboration and teamwork are more likely to develop spontaneously and work successfully. When they are empowered they can make the best use of their talents to further the goals of the organization (Gebremedhin & Schaeffer, 2001)

Delegation gives subordinates an opportunity to invest something of themselves in their work giving them a feeling of owning the work as well as its outcomes. Delegation therefore enhances subordinates' sense of accomplishment and self-esteem, as it is much more rewarding to be able to congratulate oneself for a task that is well planned and executed than for another person's plan, which is merely executed

Employee training

Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2004).

Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs (Anonymous, 2008).

The general benefits received from employee training are: increased job satisfaction and morale , increased motivation , increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover. Most of the previous studies provides the evidence that there is a strong positive relationship between human

resource management practices and organizational performance. (Purcell et al., 2003). According to (Guest,2007) mentioned in his study that training and development programs , as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job.

Measurement of Employee performance

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success. (Afshan et al, 2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behaviour (Armstrong, 2000). So employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Nassazi., 2014). So here will be measured the employee performance in selected univestie specially interms of efficifness and Efficiency, quality delidvery, productivity

Efficiency signifies a level of performance that describes a process that uses the lowest amount of inputs to create the greatest amount of outputs. Efficiency relates to the use of all inputs in producing any given output, including personal time and energy. Efficiency is a measurable concept that can be determined by determining the ratio of useful output to total input. It minimizes the waste of resources such as physical materials, energy and time, while successfully achieving the desired output (Gupta, 2010)

When employees are involved in making decisions or delegated a certain responsibility they gain a professional and personal stake in the organization and its overall success. This commitment leads to increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed overall. This is not only beneficial to company growth, but is also on-the-job training for workers. The increase in responsibility expands employee skill sets, preparing them for additional responsibility in the future. (Anderson, 2016)

In (Namayanja, & Ziderman, 2003) argues that organizations must improve on the quality of their services if they are to effectively compete in this era of rapid technological change. In this study, Employee performance will be characterized by the quality of the product produced by the employee. productivity, commitment and Quality refers the extent to which the product or service meets the expected value for the consumers. Productivity refers to the number of products produced in a given period of time. Commitment refers to the attachment one has towards work and wants to continue working for the organization.

Companies can reap the rewards of providing training for their employees because well-trained workers help increase productivity and profits. Investing in employee training should improve worker retention rates, customer satisfaction and creativity for new product ideas. Effective training saves labor by reducing time spent on problem-solving and saves money in the long run by producing a better workforce. (Shaw, 2015)

Existing literature presents evidence of an existence of obvious effects of training and development on employee performance, (Wright & Geory, 2001) note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively

perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

METHODOLOGY

The study adopted a descriptive research design. According to (Mugenda & Mugenda, 2003) descriptive research design determines and reports the way things are the researcher considered cross-sectional approach the study will undertake within a particular point in time. This approach was appropriate because it allowed analysis of the relations of variables under this study using linear regression.

The regression model is indicated as shown as follows:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$$

Where:-

Y= dependent variable which is employee performance

A= the point by which dependent variable will be at the time independent variable is zero

B₁ up to B₄ = the regression coefficients

X₁= employee decision making

X₂= employee teamwork

X₃= employee Delegation

X₄= employee Training

RESEARCH FINDINGS

Employee decision making on employee performance

The study wanted to investigate the effects of decision making on employee performance. Table 1 summarizes respondents' level of agreement on how decision making practices effect on employee performance. Most of the respondents agreed that there are functioning departments in the universities and coherent as shown by a mean of 2.73. Most of the respondents also agreed that

expertise is considered in the allocation of activities. Hence significance number agree that the staff is given authority to make decisions relative to the roles and within the University policy guidelines by mean of 2.74 while most of respondents agreed that assigned responsibilities

injects their capacity & knowledge in their field work. However the majority of the respondents by mean of 2.78 agree that they don't get chance to participate in university strategic /operational decisions.

Table 1: Employee Decision Making and Employee Performance

Statement	n.	M	S.D
There are functioning departments in the university	182	2.73	.861
Expertise is considered in the allocation of activities	182	2.71	.858
Authority is given to make decisions relative to the staff JDs and within the University policy guidelines.	182	2.04	.865
Individuals and teams have clearly defined and aware the goals; Mission and vision of the University	182	2.23	.714
Delegated assignments injects capacity & knowledge for the staff	182	2.77	.860
I don't chance to participate university strategic /operational decisions	182	2.78	.858
For being part of the decision makers gives me motive and feel happy	182	2.73	.847

Employee Team work on employee performance

The second objective of the study sought was to investigate influence of employee Team work on employee performance in selected universities in Mogadishu. From the findings indicated in table 2 most of the respondents agreed that they enjoy working in teams by a mean of 2.74 as well respondents agreed the team performance is highly related with staff performance with a mean of 2.75. Staff productivity within the team indicated a mean of 2.77. Work is enjoyable because it gives appetite to work and induces

competition. The findings on this question obtained a mean of 2.76 which means that team work creates a performance competitive which enhances productivity and quality of the organization as well its in house source as the knowledge skills and experience is shared among the staff which develops the performance and efficiency of organization, but this need the management should take an advantage and motive element but not a negative competition among the staff which turns the Teamwork in team a challenge.

Table 2 Employee Team work on employee performance

Statement	n.	M	STD
There is flexibility and teamwork skills in the management of the university	182	2.74	.852
There is improvement in my performance because team reduced work loads	182	2.75	.836

I feel proud and productive within the team	182	2.77	.840
Work is enjoyable because team gives apatite to work and in competition.	182	2.76	.850
My performance is highly related to the team I work and gives me knowledge.	182	2.75	.849

Employee delegation on employee performance

The third objective of the study was to analyse the influence of employee delegation on employee performance in selected universities in Mogadishu. Table 3 shows that the respondents agree delegation is perfectly applied in the Universities with mean of 2.70 as well they agreed that decision are taken within quickest time by a responsible person in the university with mean of 2.76 which directly improves the efficiency of the

organizational performance. Its realized from the results that delegations enhanced the accountability and transparent standards and organizational performance by mean of 2.74 meanwhile the effect of delegation team coherence and smooth running of the University operation is high with mean of 2.74. Delegation gives confidence to staff, it boosts their knowledge and promotes innovativeness as staff are assigned different responsibilities. This has garnered a mean of 2.75 and 2.74 respectively.

Table 3: Employee delegation on employee performance

Statement	n	M	STD
Delegation is perfectly applied in the Universities	182	2.70	.854
Decision are taken within quickest time by a responsible person in the university	182	2.76	.844
Delegations enhanced the accountability and transparent standards and organizational performance	182	2.74	.850
Delegations created coherence and smooth running of the University operation	182	2.74	.850
Delegation gives me confidence and knowledge in organizations business	182	2.75	.849
I become innovative because I am assigned different responsibilities	182	2.74	.839

Employee training on employee performance

The study sought to examine the influence of employee training on employee performance in selected universities in Mogadishu .Table 4 shows that majority of the respondents agree they did not receive capacity building/ trainings related to works with mean of 2.71 hence a significance number of respondents agreed that they feel confidence in doing universities assignments 2.73

due to the believe they are in learning while a great number of respondents by mean of 2.67 became innovative because of different responsibilities which shows little bit not loyal most of the respondents with their employer but the question of loyalty to the University it is obtained a meant of 2.23 as well most of them agree they work hard because they feeling are learning with mean of 2.69.

The findings of this section show the staff in the universities and happy interested of career development and training provided as most of

them have not previously received capacity building courses as well they are less loyal to the university which is sign for low staff retention.

Table 4: Employee Training and Employee Performance

Statement	n.	M	STD
I DON'T receive seasonal capacity building/ trainings related to my work	182	2.71	.853
I feel confidence/ progress in doing the organizations assignments.	182	2.73	.840
I work hard because I am feeling am learning	182	2.69	.845
Am loyal to University because am growing in knowledge capacity	182	2.23	.714
I become innovative because I am assigned different responsibilities	182	2.67	.861

Employee Performance

A number of questions were asked to determine how performance were affected to the above discussed factors. Respondents agree with mean of 2.69 to the statement that the staff performance of selected universities in Mogadishu is measured to their productivity also Majority agreed that the performance is continually improved measured against the productivity or service the delivers. A mean of 2.73 were obtained in the question of if the Job he is doing in the line with his or her Job description most of them agreed that the selected universities

in Mogadishu as well they agreed and most the respondents agree that available staffing resources efforts are squeezed so as to provide quality services with minimum cost to maintain efficiency but there were the feeling of unhappiness with the extra work hard extra time increase productivity with less return to the staff individually, its also agreed that they perform satisfactorily on assigned responsibilities through delegation authority with a mean of 2.74 agreed that the job is in line with my skills and attitudes and perform the day to day activities effectively with efficiency.

Table 5: Employee Performance

	n	M	S.D
My performance is measured against the productivity.	182	2.69	.869
Its utilized the available resources very well to provide quality services.	182	2.71	.853
My performance has continually improved through capacity building	182	2.75	.847
I perform satisfactorily on assigned responsibilities through delegation authority.	182	2.74	.844
My job is in line with my skills and attitudes.	182	2.73	.853

Inferential Statistics

Having described the study variables using descriptive statistics, the study sought to establish the influence of decision making, team work, delegation and training on employee performance in selected universities in Mogadishu. The study sought to establish the bivariate nature of both dependent and independent variables. To evaluate the strength of the relationship, a bivariate correlation analysis was used. Linear multiple regression analysis was further used to establish the nature of the relationship. The 5% level of significance was taken as the p-value was less than 0.05. Employee performance in selected universities in Mogadishu (y) was calculated as an aggregate of all the parameters measuring performance in the research instrument.

Bi-variate Linear Relationship between Study Variables

Before running the regression analysis, the researcher run the correlation matrix in order to check whether there was association between variables and also checked whether there was multi-collinearity within the variable. Pearson product moment correlation coefficient (r) was used to aid in establishing correlation between the study variables of interest. Correlation coefficient shows the magnitude and direction of the relationship between the study variables. The correlation coefficient varies over a range of +1 through 0 to -1. When r is positive, the regression

line has a positive slope and when r is negative, the regression line has a negative slope. Table 6 shows bivariate linear relationship between the study variables. The findings of the correlation analysis indicated that there is a significant strong positive correlation between decision making and employee performance in selected universities in Mogadishu ($r=0.971$, $p\text{-value}=0.000$). Therefore, an increase of decision making led to an increase in employee performance in selected universities in Mogadishu. Regarding of team work, the correlation coefficient was also positive ($r = 0.951$, $p\text{-value} =0.000$). This means that an increase in team work in selected universities in Mogadishu led to an increase in the employee performance in selected universities in Mogadishu. Results of the study also showed that there is a significant positive correlation between employee delegation and employee performance in selected universities in Mogadishu ($r=0.974$, $p\text{-value} =0.000$) implying that an increase in use of employee delegation improved the rate of employee performance in selected universities in Mogadishu. Also regarding of employee training, the correlation coefficient was also positive ($r = 0.964$, $p\text{-value} =0.000$). This means that an increase in employee training in selected universities led to an increase in the employee performance in selected universities in Mogadishu. This means that the variables could be selected for statistical analysis like regression analysis. Thus, the results suggest that the higher Employee delegation, the higher the level of employees performance in below table 6.

Table 6: Bi-variate linear relationship between study variables

		Decision Making	Teamwork	Delegation of Authority	Employee Training	Employee Performance
Decision Making	Pearson Correlation		1			
	Sig. (2-tailed)					
	N		182			
Teamwork	Pearson Correlation	.966**	1			

	Sig. (2-tailed)	.000				
	N	182	182			
Delegation of Authority	Pearson Correlation	.981**	.948**	1		
	Sig. (2-tailed)	.000	.000			
	N	182	182	182		
Employee Training	Pearson Correlation	.961**	.946**	.964**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	182	182	182	182	
Employee Performance	Pearson Correlation	.971**	.951**	.974**	.964**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	182	182	182	182	182

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

Standard Multiple Regression Analysis

In order to answer the research questions, a standard multiple regression analysis was conducted using employee performance as the dependent variable, and the four investigations factors influence of employee performance: decision making, team work, delegation and

training as the predicting variables. Tables 7, 4.14 and 4.15 present the regression results. From the model summary in table 4.13, it is clear that the adjusted R² was 0.961 indicating that combinations of decision making, team work, delegation and training explained 96.1% of the variation in the employee performance in selected in Mogadishu, Somalia.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.981 ^a	.962	.961	.15672

a. Predictors: (Constant), Employee Training, Teamwork, Employee delegation, Decision Making

From the ANOVA table 7, it is clear that the overall standard multiple regression model (the model involving constant, decision making, team work, delegation and training) is significant in predicting how decision making, team work,

delegation and training determine employee performance in selected universities in Mogadishu, Somalia. The regression model achieves a high degree of fit as reflected by an R² of 0.962 (F = 1110.255; P = 0.000 < 0.05).

Table 8: Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	109.083	4	27.271	1110.255	.000 ^b

Residual	4.348	177	.025
Total	113.430	181	

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Training, Team Work, Employee delegation and Decision Making.

Regression Coefficients

Table 9 presents the regression results on how decision making, teamwork, delegation and training determine employee performance in selected universities in Mogadishu, Somalia. The multiple regression equation was that: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$ and the multiple regression equation became: $Y = 0.028 + 0.207X_1 + 0.114X_2 + 0.409X_3 + .258X_4$. As depicted in table 4.13, there was positive and significant influence

of decision making on employee performance ($\beta = 0.207$; $t = 2.197$; $p < 0.05$). There was positive and significant influence of teamwork on employee performance ($\beta = 0.114$; $t = 1.952$; $p < 0.05$). There was positive and significant influence of delegation on employee performance ($\beta = 0.409$; $t = 4.967$; $p < 0.05$). There was positive and significant influence of employee training on employee performance ($\beta = .258$; $t = 4.377$; $p < 0.05$).

Table 9: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.028	.042		.655	.013
Decision Making	.207	.094	.206	2.197	.029
Teamwork	.114	.058	.116	1.952	.033
Delegation of Authority	.409	.082	.410	4.967	.000
Employee Training	.258	.059	.262	4.377	.000

a. Dependent Variable: Employee performance

Interpretation of the Findings

From the findings of the regression analysis, the study found that there was a variation of 96.1% indicating that a combination of decision making, teamwork, delegation and training explained 96.1% of the variation in the employee performance in selected universities in Mogadishu.

This is an indication that 96.1% changes in employee performance in selected universities in Mogadishu, Somalia could be accounted for by combination of decision making, teamwork, delegation and training while the remaining

percentage is explained by other factors contained in error terms. The study further revealed that there was positive strong relationship between combination of decision making, teamwork, delegation and training and employee performance of change as shown by strong positive correlation coefficient. From the finding on analysis of variance, the study found that the overall model had a significance value of 0.05% which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The study further revealed that combination of decision making, teamwork,

delegation and training significantly influence the employee performance in selected universities in Mogadishu. The established regression equation was $Y=0.028+0.207X_1+0.114X_2+0.409X_3+.258X_4$

CONCLUSIONS

Based on the findings from this study, the following conclusions were drawn. The results revealed that decision making, teamwork, delegation and training have significant and positive effects on employee performance. Stepwise regressions revealed that factors of decision making, teamwork, delegation and training is determinants of employee performance explained statistically significant portion of the variance associated with the extent of employee performance in selected universities in Mogadishu, concluded the following paragraphs in summary.

As regards to the dimensions of organizational performance, it was concluded that the decision making has a significant positive effect on employee performance. Employees are always asset to organization and need to guide and give to decide their level as well its need to participate in the decision that has an influence as staff or the university in general in order to cope well with the universities objectives. Purposely, the universities motivate employees; promotes good performance; improves on employee decision inclusiveness to make staff and feel ownership which improves Quality productivity efficiency and effectiveness.

It's also concluded that there is a positive significant relationship between Team work and employee performance. it is realized that employees enjoy teamwork communicate openly, share experience and knowledge as well as it benchmark and mirror of competition among the team. As well it smooths and sharps the staff confidence; teamwork is needed from the University management to identify the skills and attitudes of their employee to harmonize them together in terms of character, capacity and

knowledge. If this is managed well it will directly improve performance otherwise it creates conflict, less confidence and low performance.

It was also concluded that there is positive relationship between Employee delegation of authority and employee performance; and it was realized that the employees prefer power to manage which gives his confidence, ability and experience to desire a new position and career development beside other motivational factors. Nevertheless, it was concluded that organizational policy of decision making has a relationship with delegation and employee performance but not significant. It is mostly personal attitude rather than organizational policy some managers like to delegate and coach junior staff by giving them chance to manage and supervise their decisions of the different organs at university confirming that there is open career growth and confidence. So, the manager need to promote the delegation of authorities to promote and create in house expertise

It was also concluded that there is a significant relationship between employee training and employee performance; and it was realized that the employees are one of most important element in the University business which mean their career improvement its directly an improvement made to University production performance in general as well it feels emotionally to the staff which makes loyal, once the employees got confidence and loyalty to the university it feels like even if the College went down financially, they would still be reluctant to change to another organization. However, the approach encourages rather than the willingness to make a change and this affects performance. Nevertheless, it was concluded that training has relationship with employee performance at in the universities.

RECOMMENDATIONS

Based on the findings of this study and the conclusions drawn, the following Recommendations were made:

In general the universities should provide with a number of strategies and policies and make living document to increase employee retention such as: design an interesting employee value proposition; develop a total reward system that contains more than compensation; implement flexibility programs in terms of work-life balance; build a culture of engagement, develop and refine management skills to be effective, as it engages employees while driving improved performance at the same time.

All staff should have ToR which clearly responsibilities with understandable link to the organizational vision and mission and organizations staff manuals.

Bases on the findings from the study of the variables has presented the recommendation:

The employee participation in decision making has significant influence on employee performance, 97% of the interviewed university employee neither participate nor contribute in major university decisions, so its advised to the Management of these universities to increase staff participation in decision making at it develops a sense of ownership and feel them which leads the increase of the efficiency and effectiveness of staffs and even the teachers' attitudes to their jobs, Top managers should allow employees to make decisions through ensuring that there is existence of functioning departments, consideration of expertise in decisions, giving positions of responsibility to employees and being flexible in the management of the Universities through letting lecturers getting involved in handling different matters as situations arise

On Team work Managers should establish employees team work through ensuring that individual skills are considered in the team work, sharing of load with the employees, matching the positions with the responsibilities, considering seniority of the staff beside the staff competence in transparent means of staff performance

evaluation and fair distribution of opportunities such trainings, This is initiates to feel every employee its in a team, respected with his duties and fairly evaluated as part of the university team, and creates mode of flexibility and complementary team which improves the employee performance by increasing the employee efficiency and effectiveness which directly leads to improve the Organizational performance.

Delegation is key tool for developing future managers, delegating of certain activities with proper guidelines and supervision leads to enhance employee managerial skills as well it gves confidence and ambition to perform better in efficiency and effectiveness. The top management of universities is advised to use proper delegation mechanisms and offer a space for the employee to e their leadership and managerial talents along the ability to demonstrate its ability to lead.

As the training is key element to enhance employee performance by coaching them new skills and knowledge, and most of the respondents confirmed they don't receive seasonal training , the manager of the selected universities is advised to arrange seasonal training, workshops of capacity building both office staff and lecturer and fair allocation of the high program decrees; this gives employee the confidence that the organization/ Universities are taking care their capacity beside the knowledge they receiving their performance will change significantly.

Beside the above, there is a need for leadership development at the universities and creation of a great organizational culture which demands the presence of good leaders -- those who know how to train, delegate, communicate, listen and involve. Without a great leader in place, it may not realise its vision, mission and expected derivable of each staff and the team can lose sight of the importance of organized and effective teamwork. Management should establish open

lines of communication for all members and not just the managers and leaders in the organizational structure.

Periodical staff Meeting is very important to brief them overall organizational progress, obstacles, Goals and opportunists as well the expected derivable in the short period each staff/ Department in order to keep them on truck and listen with high consideration their feedback with increase employee confidence to organization and its management which leads to perform better delivering the required out puts in effective and efficiency manner.

Areas for further research

This study only focused on four factors that affect employee performance in selected universities in Mogadishu, Somalia; according to the findings, there is other factors that affect employee performance in the universities other than

decision making, Teamwork, delegation of authority and employee training, Therefore, future research should focus on these other factors which affect organizational performance like motivation of employees,

- Organizational communication hierarchy of the universities and its effect staff
- Financial incentives levels of University staff compared to other industries
- Influence of Non-financial incentives in Risk areas

REFERENCES

Aghion, P., & Tirole, J. (2007). The Management of Innovation . *Oxford journal social sciences Quartely journal of Economics* .

Ali, M. (2012). *Training and employee performance* . Mogadishu.

Asante, C.-R., & Komla B, E. (2013). Delegation: A Tool for Contemporary Managers. *International Journal of ICT and Management*.

Chandan, J.S. (2009). *Organizational Behavior*. Bomby: Vikas Publishing House Pvt Limited, 3rd Ed.

Wright, P. C; Geory, G.D. (2001) Changing the mindset: the training myth and the need for world-class performance, *The international journal of Human resource Management*

Delarue, A. & De Paris, P. (2004). Teamwork in Vlaanderen: Universele Praktijk of selectief.

Gebremedhin, T G; Schaeffer, P V (2013) *Delegation: A Tool for Contemporary Managers*, International Journal of ICT and Management.

Mekennon. M.M, (2014) Determinant Factors affecting Employee performance in Ethio Telecom Zonal offices, Addis Ababa

Brenda, Scott-ladd (2004), *Emotional intelligence and participation in decision-making: strategies for promoting organizational learning and change*, US John Wiley & Sons, Ltd.

Eurofund. (2007). *Teamwork and High Performance Work Organization*. Dublin: European foundation for the improvement of living and working conditions.

Bhattacharya. A. (2016) *Expectancy theory of performance management system; Project Guru*

Gebremedhin, T. G., & Schaeffer, P. V. (2001). *Leadership Challenges for Effective Management*. Scb Distributors.

Heritage (2013). *The State of Higher Education in Somalia: Privatization, rapid growth, and the need for regulation*. Mogadishu: The Heritage Institute for Policy Studies (HIPS).

Grant, R. (2011). *Contemporary strategy analysis*. New York, : Wiley

Hassan, A. (2011). *Leadership style and employee commitment*. Kampala: MBA graduating thesis, KIU.

Katzenbach, J. (2014). *Building a Sense of Teamwork Among Staff Members*. Retrieved from American Management Association : <http://www.amanet.org>

Gebremedhin, T G; Schaeffer, P V (2001) *Leadership Challenges for Effective Management*. Scb Distributors

McClelland, D. C., & Burnham , D. H. (2008). *Power Is the Great Motivator*. New York.

McLeod, S. (2007). <http://www.simplypsychology.org/maslow.html>. Retrieved from simplypsychology.org/maslow: <http://www.simplypsychology.org/maslow.html>

Hodgetts, R M; Hegar, K W (2008) *Modern Human Relations at Work*, NY (10th ed.). Thompson

Nzuve, S. M. (2007). *Management of Human Resources*. . Nairobi : Tech & Pro Associates.

Ogula, P. A. (2005). *Research Methods*. Nairobi: CUEA Publications.

Qaryouti, M. Q. (2006). A sense empowerment among managers of middle management level in Kuwait. *Damascus University Journal of economic and legal sciences*, 22 folder, number 1, pp. 281.

Salaman, G., Storey, J. & Billsberry, J., 2005. *Strategic Human Resource Management: Theory and Practice*, The Sage Publications.

Scarnati, J. T. (2001). On becoming a team player. *Team Performance Management: An International Journal*,, 5-7.

Som, B. B. (2012). Motivational Factors of Employee Retention and Engagement in Organizations. *International Journal of Advances in Management and Economics*.

Fröbel, P. & Marchington M. (2015), Teamworking structures and worker perceptions: a cross-national study in pharmaceuticals, *The International Journal of Human Resource Management* issue 2

Ehrgott, M (2011) *Trends in multiple criteria decision analysis*. NY Springer