

EFFECT OF TRAINING ON EMPLOYEE COMMITMENT IN HORMUUD TELECOM MOGADISHU SOMALIA

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ABSTRACT

Purpose: Nowadays in the competitive world, It's far crucial to take into account that employees are the inspiration of any agency irrespective of how big or small the business enterprise is employees are the actual determinants of how a success or inept a commercial enterprise might be as a end result having a personnel that is properly taught, when the staff is well trained they will become committed in t he organization. Regular Training may be adaptable if businesses require a high level of flexibility continues training inspires employees to achieve the HR function's strategic goals by aligning personal interests with company goals. The purpose of this study is to assess the effect of training on employee commitment in Mogadishu, Somalia.

Design/Methodology/Approach: To achieve the objectives of this study data was collected through close ended questionnaire and interview from a sample of 71 staff and managers of the Homuud telecom mogadishu somalia, and the design was cress sectional in order to get different respondents at one time, these respondents were selected using simple random sampling method the data collected from the questionnaire and interview were analyzed using descriptive and linear regression analysis in order to obtain findings according to study objectives.

Findings: The study was effect of training on employee commitment in hormuud telecom mogadishu somalia and the study revealed a positive and significant effect of training on employee commitment in hormuud telecom mogadishu somali furthermore this implied that training was positively correlated with employee commitment in hormuud telecom this meant that effective training programmed increased the high degree of staff commitment it was discovered that if employees were happy with the organizations operations and training they would continue to work there alternatively the organizations training programme is more likely to have an impact on performance of the employees and their willingness to continue working there according to 2013 agreed that employee training plays essential role on employee commitment and performance

Research Implications: The practical implications the research study enables us to explore the employee training on employee commitment in hormuud telecom mogadishu -somalia the limitations faced by the study included time constraints and limited resources taken to complete the study

Originality/Value: This investigation differs from previous researches explores as it examines the effect of training on employee commitment in Hormuud Telecom Mogadishu, Somalia. Furthermore, this study is specifically based on the mogadishu somalia.

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EFEITO DA FORMAÇÃO NO COMPROMISSO DOS TRABALHADORES NA HORMUUD TELECOM MOGADÍSCIO SOMÁLIA

RESUMO

Propósito: Hoje em dia, no mundo competitivo, é muito crucial levar em conta que os funcionários são a inspiração de qualquer agência, independentemente de quão grande ou pequena a empresa de negócios é os funcionários são os determinantes reais de como um sucesso ou inepto uma empresa comercial pode ser como resultado final ter um pessoal que é adequadamente ensinado, quando o pessoal é bem treinado eles se tornarão comprometidos na organização. O treinamento regular pode ser adaptável se as empresas exigirem um alto nível de flexibilidade. O treinamento contínuo inspira os funcionários a atingir os objetivos estratégicos da função de RH alinhando os interesses pessoais com os objetivos da empresa. O objetivo deste estudo é avaliar o efeito da formação sobre o compromisso dos funcionários em Mogadíscio, Somália.

Design/Metodologia/Abordagem: Para alcançar os objetivos deste estudo, os dados foram coletados por meio de questionário fechado e entrevista de uma amostra de 71 funcionários e gerentes da Hormuud telecom mogadishu somalia, e o projeto foi seccional de agitação para obter diferentes respondentes de uma só vez, esses respondentes foram selecionados usando o método de amostragem aleatória simples. Os dados coletados do questionário e da entrevista foram analisados por meio de análise de regressão descritiva e linear, a fim de obter resultados de acordo com os objetivos do estudo.

Constatações: O estudo foi o efeito da formação sobre o compromisso dos funcionários na hormuud telecom mogadishu somalia e o estudo revelou um efeito positivo e significativo da formação sobre o compromisso dos funcionários na hormuud telecom mogadishu somali além disso, isso implicou que a formação foi positivamente correlacionada com o compromisso dos funcionários na hormuud telecom, o que significa que a formação eficaz programada aumentou o alto grau de compromisso dos funcionários, descobriu-se que se os funcionários estivessem satisfeitos com as operações das organizações e formação eles continuariam a trabalhar lá, alternativamente, o programa de formação das organizações é mais provável de ter um impacto no desempenho dos funcionários e sua disposição para continuar trabalhando lá de acordo com 201003 o treinamento do funcionário desempenha um papel essencial no comprometimento e no desempenho do funcionário.

Implicações da pesquisa: As implicações práticas que o estudo de pesquisa nos permite explorar o treinamento do funcionário sobre o compromisso do funcionário em hormuud telecom mogadishu - somália as limitações enfrentadas pelo estudo incluíram restrições de tempo e recursos limitados tomados para concluir o estudo.

Originalidade/valor: Esta investigação difere de pesquisas anteriores exploradas como ele examina o efeito da formação sobre o compromisso dos funcionários em Hormuud Telecom Mogadíscio, Somália. Além disso, este estudo baseia-se especificamente na somália mogadishu.

Palavras-chave: formação, dentro da formação profissional fora da formação profissional, compromisso do funcionário, modelos de compromisso do funcionário.



1 INTRODUCTION

Employee commitment method workforce psychological and physical engagement at their work worker commitment performs a totally main role in achieving the goals of the company in the predetermined period as a result commitment of the employee is motivated via different factors like organizational lifestyle crucial success elements standards and benefits and additionally training is recognized as one such vital aspect the achievement of corporations is basically the nice of its human assets inspired workforce with superior overall performance are a primary gain for organizations distinguish themselves from their competitors (Muhammad alasan 2020).

It's far crucial to take into account that employees are the inspiration of any agency irrespective of how big or small the business enterprise is employees are the actual determinants of how a success or inept a commercial enterprise might be as a end result having a personnel that is properly taught is crucial to making sure that the workplace has the right people who are capable of performing the duties at hand but this example is problematic for the reason that agencies are predicted to provide greater than they did formerly because of how dynamic the financial system is the management are under stress from all of this call for which forces them to position stress on their group of workers to growth output and performance however it's far imperative that employees acquire the vital schooling if they may be to be a productive team of workers in change corporations are required to periodically implement new worker schooling programs with the purpose of elevating staff productiveness (halawi et al 2018). as indicate that many firms have invested a great sum of money in workforce education and improvement due to the current focus on training technology advancements organizational trade and the understanding that achievement relies upon on the abilities and competencies of the body of workers have all contributed to the call for for training the arrival of human aid control which places a focus on the value of people and the abilities they own in boosting worker productiveness has also served to underline this as specified (egessa 2015).

Ideally, employees in the organizations are expected to be committed to the organization to achieve its goals and objectives. Organizational members who are committed to an organization develop a bond with an organization, extend work schedules, they complete their tasks on time, accept additional responsibilities, produce new ideas for organizational development, arrive at work on time, and they interact with their colleagues well at work organization. However, Warsame (2012) in his study on the



effects of communication on employee performance in Hormuud Telecom in Somalia reported issues of poor relationships amongst employees, lack of trust, and increase in rate of conflict, poor coordination of activities all of which affected the performance of employees in this company.

In fact, The World Bank (2016) also reported on Somalia's Private Sector to which Hormuud Telecom falls and confirmed that turnover for such companies has proved to be high for most hired employees who, after employment, do not perform their work, are irregular for duty, their interaction of other colleagues is not good, they don't produce new ideas for development, they don't complete their tasks on time, and their extension of work schedules are low.

It's therefore evident from the above that there exist low levels of commitment among employees in Private Sector companies such as Hormuud Telecom. This study, therefore, seeks to assess the effect of training on employee commitment in Hormuud Telecom, Mogadishu, Somalia. The purpose of this study is to assess the effect of on job training and off job training on employee commitment in Mogadishu, Somalia.

2 LITERATURE OVERVIEW

Training on employee commitment organizations who offer superior training were capable of triple their income while compared to competitors however it takes a combination of alignment and planning to have such high effect applications and personnel it is not a easy task this involves developing and structuring schooling in a manner that achieves the principle goals of the organisation moreover employment marketplace gaps should be taken into consideration even as making plans worker training this is achieved through determining the competencies that group of workers currently possess and the favored skills needed for the location with this approach education that emphasizes employee motivation skill mastery and the improvement of vital thinking skills can be effectively furnished final but no longer least schooling ought to be based on actual-global enjoy in addition to lecture room preparation to broaden abilities with the intention to last within the enterprise (halawi et al 2018).

Dubrin (2018) believed that once nicely-trained and evolved human beings are effectively exploited they will gain both the employer and the employees as a result in order for a organisation to amplify and continue to exist in todays globally aggressive and rapid-changing world specially in era it need to expand techniques and programs that train



and make its human beings creative modern committed and aggressive to cope with rapid exchange and competitiveness in the corporate environment. gerhart and rynes (2013) argued that corporations have to adapt to new structures new cultures and new effective approaches of performance control and employee motivation worker schooling and improvement serves to present an possibility and a comprehensive structure for the development of technical and behavioral abilities in human sources in a enterprise it additionally assists employees in accomplishing non-public boom and as a result becoming more devoted employee education is also required due to demographic and monetary developments which have led to extensive modifications in the hard work force composition. ghalayini (2017) automation employee displacement due to mergers and acquisitions downsizing and enterprise paradigm shifts which includes from production to service jobs or vice versa the increasing sophistication of technological systems that impose training and retraining requirements on current staff and the want to train a brand new personnel are all elements affecting the quantity types and necessities of to be had jobs which means personnel should be taught on the way to deal with alternate and emerge as committed to their jobs employee training and improvement helps personnel in any respect degrees improve their process knowledge and capabilities. guest (2012) it assists employees in broadening their intellectual horizons and growing their general personalities furthermore personnel schooling and improvement aids in enhancing group of workers productivity which aids the firm in accomplishing its lengthy-time period desires. in keeping with ghebrejorgis and karsten (2017) the possibility to rent education successfully happens while firms make investments more extensively in recruitment resulting in a hard work pool with higher long-time period ability and as a end result better aspirations education can be described as a properly-organized planned and operational interest that's designed to trade the mind-set as well as behavior of employees it's also used to beautify and adjust the skills further to information to align it with organizational values desires and objectives to obtain higher productivity and organizational performance.

In step with Kirkpatrick, (2011), employers benefit from a scientific method to training design. whether groups use inner or external trainers, they want to observe schooling wishes systematically the usage of a trouble-solving method. training requirements for all people or institution of employees must be decided. running shoes have to next seek advice from managers to decide what sorts of schooling sports will



result in better performance. running shoes will create the schooling sports and take a look at them on a small organization of employees before introducing them to a larger institution. After employees finish the required education, trainers can make use of their tests and worker self-tests to decide if additional education is needed.

consistent with junaid (2020) argued that training now not only promotes new know-how abilities and capacity however additionally cultivate a gaining knowledge of conduct and making ready worker for any uncertainty that could occur consistent with Holton (1996) not simplest the want of training is critical but the essence of education which include type content material method and resources are equally considerable due to the fact best while employee are capable of implement the mastering to sensible day by day operations the organization then would be able to upward push to the height as a result education turns into inevitable and vital so one can have a succesful and well prepared staff attaining high first-class of labor and maintain at an top-quality level of productivity in the direction of achieving agency objectives and goals off-the-task schooling on worker commitment on process education is essential for the oemployees within the groups while employee gets sufficient out side strategies is known as off activity training. in step with junaid khan iqbal (2020) stated that worker is able to pay extra attention after they attend schooling outdoor in their running surroundings as the chance of being disturbed with the aid of work operations is a long way lesser compared to if the training changed into carried out in the working environment when company. when schooling applications are provided as a manner to improve in one's profession, they have got an impact on how well an employee plays (Kramer and Briffault, 2011). personnel who trust they've a shiny destiny with the business enterprise are more likely to excel. effective training ambitions to shut the gap among what is anticipated and what is being performed now. This human performance orientation makes an worker privy to her dreams and how she will achieve them, especially if it's far presented thru education.

According to mtulo (2014) discussed that schooling permits personnel to participate within the education application without being disrupted through outside elements because the schooling venue is generally being set in a way which permits complete concentration of the employee any tools or necessary equipments would were without difficulty made to be had to facilitate the schooling software off-the-task training is normally extra structured with proper schedule which optimized the gaining knowledge of period and provides systematic gaining knowledge of revel in on-the-job training on



employee dedication on-the-job schooling is very beneficial in terms of challenge-oriented interest together with managing machinery such schooling is necessary to make certain each step or manner is followed according to the sequence the identical point become highlighted via alipour et al (2009) informing that fingers-on schooling might allow worker to have clearer image in carrying out the obligation deming (1982) additionally posits that employees generally tend to recognize better through on-the-task schooling as compared to studying e book or manual as employees acquire understanding and end the undertaking in a single sitting this will improve employee productiveness and make contributions to enterprise fulfillment this is because of the reality that in the on-the-activity training personnel can hyperlink directly to their daily activities employee dedication firms where employees perceive a high degree of guide to increase their talents practice new way of carrying out their paintings and remedy paintings-associated problems via novel methods inspire personnel to undertake mental duties to expand themselves in acting their workbulut (Culha 2010).

3 MODELS OF COMMITMENT

According to meyer allen (1990) commitment is a psychological nation that characterises the employees courting with the organization and has implications for the choice to preserve membership in the organization i agree that worker commitment is the experience that a member of an employer can sense it in the business enterprise and the way it operates whilst staff became dedicated they much more likely to be devoted and accomplished well within the enterprise affective commitment this represents the people emotional attachment to the organization. It is described as a psychological condition that affects how a person perceives their position inside the company. The term "organisational commitment" is one that researchers frequently use today. It takes into account the degree to which employees are aware of and desire to be a part of the organisation. The level of commitment that employees have to the company is indicated by this. The employee's belief in the company's objectives and mission is also taken into consideration (Mohammed & Rashid, 2023). This state is mostly determined by how loyal an employee is to the organisation, how they perceive the business's objectives and ideals, and other factors. Strong commitment from management increases motivation and engagement among staff members, which enhances performance and productivity (Hung & Huy(2023).



3.1 AFFECTIVE COMMITMENT

Affective commitment is the personnel emotional attachment to identity with and involvement inside the organization organizational contributors who're dedicated to an employer on an affective basis maintain operating for the corporation due to the fact they need to hyperlink closely with the same enterprise individuals who're devoted on an affective level live with the organisation due to the fact they view their non-public employment relationship as congruent to the goals and values of the organization the organizational commitment model of meyer and allen indicates that affective dedication is prompted through factors which include activity venture position readability goal readability and intention difficulty receptiveness through management peer brotherly love fairness private importance feedback participation and dependability affective dedication improvement includes identification and internalization continuance commitment

3.2 CONTINUANCE COMMITMENT

The second size of the tri-dimensional model of organizational commitment is continuance commitment define continuance commitment as recognition of the charges associated with leaving the enterprise it's far calculative in nature due to a humans belief of or consideration of the expenses and dangers of leaving the existing organisation meyer allen further state that personnel whose number one link to the organization is based totally on continuance dedication remain due to the fact they need to accomplish that this shows the difference between continuance and affective dedication normative dedication.

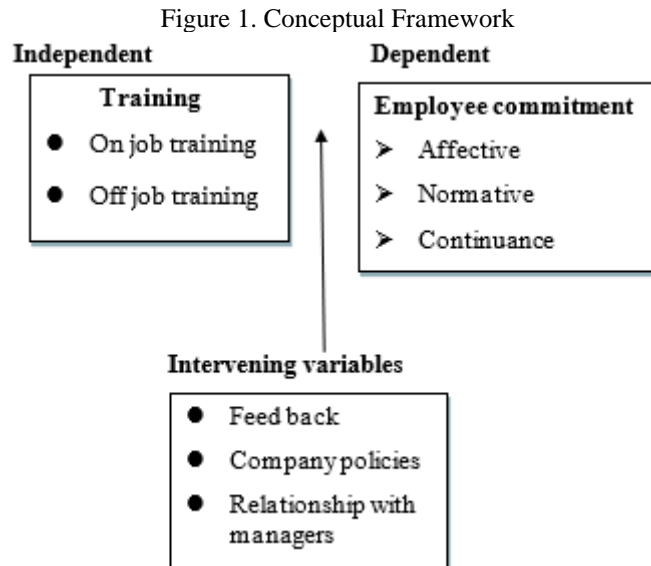
3.3 NORMATIVE COMMITMENT

The remaining size of the organizational dedication model is normative commitment meyer and allen outline normative dedication as a sense of responsibility to hold employment internalized normative ideals of responsibility and duty make individuals obliged to preserve club within the organization consistent with meyer and allen group of workers with normative dedication feel that they ought to remain with the agency in phrases of the normative size the team of workers live due to the fact they have to achieve this or it is the proper issue to do.



4 RESEARCH FRAMEWORK

The conceptual framework diagrammatically shows the effect of the different variables in the study.



Source: Author (2023).

According to the above conceptual framework, the independent variable is training, which

includes; on job training, off job training whereas the dependent variable is employee commitment, which comprises of affective commitment, continuance commitment and normative commitment and the intervening variables are Company policies, relationship with managers and feedback.

5 METHODOLOGY

In order to evaluate the effect of training on employee commitment in Hormuud Mogadishu, Somali. A mixed approach with a cross sectional research design were used, a total study population was 84, out of which a sample of 71 was obtained through simple random sampling process, census inquiry and with the use of sampling formula, And research was conducted from May- to August 2022. A close-ended questionnaire and interview guide were used for data collection. Descriptive statistics of frequencies and percentages was used to obtain specific findings, while linear regression analyses was used to obtain major findings.



6 RESULTS AND DISCUSSION

The section is about demographic Characteristics of Respondents and this includes data on characteristics of respondents who participated in the study in relation to sex, age, level qualifications and work experience are presented.

Table 1. Demographic Characteristics of Respondents

Demographic questions		Frequency	Percentage (%)
Sex	Male	47	72.3%
	Female	18	27.7%
Total		65	100.0
Ages	21-30	19	29.2%
	31-40	27	41.4%
	41-50	14	21.5
	51and Above	5	7.6
Total		65	100.0
Level of qualification	Masters	19	29.2
	Bachelor Degree	31	47.7
	Diploma	13	20.0
	PhD	2	3.0.
Total		65	100.0
work experience	Less 2Years	15	23.0
	2-3Years	30	46.1
	4-5Years	14	21.5
	5years and above	6	9.2
Total		65	100.0

Source: Author (2023).

Sex of the respondents shows that 47(72.3%) of the respondents were male, while 18(27.7%) were female. This implies that the responses were representative for both sex. It also indicates that the majority of the responses were collected from the males.

Age of the respondents shows that 19(29.2%) were between 20-29 years, 27(41.1) were between 30-39 years, 14(21.5) were between 40-49, and while 5(7.6%) were above 50. The finding revealed that all respondents were above 19 years. This implied that they were mature enough to participate in the study.

Level of qualification of the respondents in the table indicates that 18(29.2%) were master's degree holders, 31(47.6%) had bachelors' degrees, 13(15.3%) had diploma, whereas 2(3.0%). The finding revealed that all respondents had attained at least the minimum professional qualification and acceptable level of literacy and were able to read, comprehend and respond to the questions to the question to provide reliable responses.



Work experience of the respondents in the table indicates that less than two years' experience were 15 (23.0%) of the respondents, 30(46.1%) had 2-3 years' experience. While 14(21.5%) and 6(9.2%) had 4-5 years and 5 years and above experience respectively.

Table 2. Questionnaire

SECTION A Training	
On Job Training	
1)	Employees training focuses on the behaviour skills
2)	Employee aware training plan
3)	Employee training complies with the required technical skills of employees
4)	Employee training is done every financial year
5)	Employee skills increased as the result of training
Off Job Training	
6)	Training feedback is given to employees
7)	Training considers the needs of employees
8)	Employee training is timely
9)	Employee training is continuous
10)	Employee training covers the gap between expected and current skills
SECTION B Employee Commitment	
11)	Employees in Hormuud Telecom feel valued by the organization
12)	Employee in Hormuud Telecom have commitment to staying with the organization
13)	Employee in Hormuud Telecom act as ambassadors for the organization.
14)	Employees in Hormuud Telecom protect the image of the organization
15)	The employees in Hormuud Telecom feel a sense of belonging to the organization
16)	Employees in Hormuud Telecom feel a sense of responsibility to the organization
17)	Employees in the Hormuud Telecom generates ideas for organization growth
18)	Employees in Hormuud Telecom generate ideas for personal growth within the organization
19)	Employees in the Hormuud Telecom consult with their colleagues and leaders over organizational issues
20)	Employees in Hormuud Telecom protect the image of the organization

Source: Author (2023).

6.1 REGRESSION ANALYSIS FOR TRAINING AND EMPLOYEE COMMITMENT

Regression analysis was run to find out the effect of Training on employee commitment in Hormuud Telecom. Results of regression analysis are presented in table 3.

Table 3 Regression Coefficient for Training and Employee Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.22	1.251		8.967	.000
On job training	.721	.054	.723	13.468	.000

a. Dependent Variable: Employee Commitment

Source: Author (2023).

Regression results in table 3 revealed that on job training had a significant and positive effect on the employee commitment ($\beta = .723$, $t = 13.468$, and $p < 0.0001$).



This implied that if the company provided training to the employees, their level of commitment would increase by. Their productivity and contribution to the company increases. Basing on the finding, the research hypothesis Ho2 which stated that; - “training have statistically significant effect on employee commitment in Hormuud Telecom” was accepted. It is important therefore Training of employees should be strengthening and be conducted on continuous basis since it was found out to have significant effect on employee commitment.”

Descriptive findings on job training indicated that 41(63%) of the responses revealed that Employee are aware of training plan, 55(84.5%) agreed that employees training focuses on the behaviour skills, 49(75.3%) of the respondents agreed that employee training complies with the required technical skills of employees. While 36(55.4%) of the respondents indicated that Employee skills increased as the result of training and 36(55.4%) of the respondents agreed that employee training covers the gap between expected and current skills. This finding was in agreement with quantitative finding. It is therefore important for the company to provide training based on employee performance to increase their commitment.

6.2 REGRESSION ANALYSIS FOR OFF JOB TRAINING

Regression analysis was run to find out the effect of off job training on employee commitment in Hormuud Telecom. Results of regression analysis are presented in table 4.

Table 4. Regression Coefficient for off job training and Employee Commitment

Model	Unstandardised Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.727	1.056		6.434	.000
Off job training	.917	.045	.843	20.186	.000

a. Dependent Variable: Employee Commitment
Source: Athor (2023).

Regression results in table 4 revealed that training off job training has a significant positive effect on employee commitment ($\beta = .843^{**}$, $t = 20.186$, $p < 0.001$).

Descriptive findings revealed that 36(60%) of the responses indicated that employee training is continuous, 48(73%) revealed that employee training is timely, 33(50.8%) revealed that employee training is done every financial year, 43(66.1%)



indicated that training considers the needs of employees, 36(55.3%) indicated that training feedback is given to employees.

Basing on the above finding, the hypothesis Ho3 that stated, “off job training have statistically significant effect on employee commitment in Hormuud Telecom” was accepted. This finding is in collaboration with the opinion of in the opinion of Sean (2020), off job training empowers employees to attain higher performance levels due to commitment. It is important therefore for the Hormuud Telecom to continue conducting employee training since has been found out to have significant positive effect on employee commitment and productivity.

7 RESULTS AND DISCUSSION

The research question was with regards to the effect of training on employee commitment in Hormuud Telecom Mogadishu, Somalia and it was found the training that compensation had a positive and significant effect on employee commitment in Hormuud Telecom ($\beta = .893^{**}$, $t = 15.219$, $p < 0.001$). Linear regression results revealed that training had a positive and significant effect on employee commitment in Hormuud Telecom ($\beta = .763^{**}$, $t = 15.219$, $p < 0.001$). This implied that the more employees are trained, the more they become committed to their job, other factors affecting remaining constant. According to the results, regular and continuous training of employees, based on needs assessment, focusing on behaviour and technical skills to close the gaps between the current and expected skills and giving timely feedback, has a significant positive effect on their commitment. These findings are concurrent with the opinions of Friend and Kohn (2007); Ontario Ministry of Labour, (2013) who assert that proper training on worksite procedures can help prevent caught-between incidents, allowing the workforce to be flexible and acquire new knowledge and skills which they can put into practice and eventually help in preparing them to positively respond to demands of the organization.

8 CONCLUSIONS

The study sought to examine the effect of training on employee commitment in Hormuud Telecom. It was guided by the following objectives: - The first of objectives is to examine the effect of on job training on employee commitment in Hormuud Telecom, Mogadishu, Somalia. Linear regression results revealed that on job training had a positive and significant effect on employee commitment in Hormuud Telecom ($\beta = .763^{**}$, $t =$



15.219, $p < 0.001$). This implied that the more employees compensate, the more they become committed to their job. The second of objectives to analyse the effect of off job training on employee commitment In Hormuud Telecom, Mogadishu, Somalia. The Linear regression results revealed that training off job training had a positive and significant relationship with employee commitment in Hormuud Telecom, This implied that the more employees are trained, the more they become committed to their job, other factors affecting remaining constant. The results make the implication that the more Hormuud Telecom properly trainin employees, the more they will be committed to the company er factors affecting remaining constant.

Basing on the findings from the study, the researcher recommends that: managers should continue the training and development of employee in orders employee to cope up the changes of happen in the world., employees should focus on behavior and technical skills to close the gaps between the current and expected skills.”, training of employees should be strengthening and be conducted on continuous basis since it was found out to have significant effect on employee commitment.” , training should be timely. and organization must consider employee training in order ti improve their performance.



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