

Effects of Human Resources Training on Employee Perceived Performance: Comparison of Somalia-Turkiye Telecommunication Bussinesses

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Abstract

The present study was conducted to investigate the effects of human resources training on employee perceived performance in telecommunication business and to compare such relations in two businesses operating in Somali and Turkey. The research was conducted on 240 participants employed in a telecommunication organization operating Galkio province of Somali (Golis Telekom) and a telecommunication organization operating in Kayseri province of Turkey (Türk Telekom). Current findings revealed that there were significant relationships between human resources training and perceived performance of employees and human resources training had significant impacts on perceived performance of employees. It was also observed that average training level and performance of Türk Telekom employees were higher than the employees of Golis Telekom and the differences in their training levels and performances were found to be significant.

Key Words: Human Resources Training, Perceived Performance of Employees, Human Resources Management, Training, Performance, Employee

INTRODUCTION

Large companies always target worldwide success and competitive advantage. To reach such targets, they should find and staff quality human resources and have them effectively worked for the organization. They should also keep a close eye on them to keep employees in their organization, to create a sense of commitment and devotion in them. In so doing, managers should pay a special attention to all the core functions of human resources management as they play interdependent roles in organizational, social and economic aspects. All functions of human resources management play a significant role in reaching organizational targets and sustaining the organization in markets.

Organizations today are in continuous economic, technological, social, demographic and legal changes. Compliance with and management of these changes constitutes the bases for survival of organizations and their success in international competition. On the other hand, incompliance with these changes and incapacity in positive response to such changes may result in extinction of the organization. Especially with the end of technology-oriented era and transition to “information” age have altered the significance levels of production tools used by the organizations. Confronting with this new age requires bringing different production tools forward. Among these new production tools, human resources representing humane side of the organization are the most significant one. Change and competition have brought human

resource, once in the bottom, today into the upper most level of organizational pyramid. Human resources provide great contributions to create organization vision and improve organization efficiency and productivity. In current century and information society, human resources and the knowledge they have has a strategic importance for the competitive power of the organizations. Intellectual workers are the most important and the greatest value-added item of information society and they are the provider of competitive advantage in today and in the future. To be on the course of success along the global competition environment, organizations have to improve their human capital and their organizational supports. Manpower is the most important production power improving the success of modern organizations and it is also among the basic items designating the power of an organization. Therefore, employee training and development are quite significant issues in success of operations. Employee training and development is also a significant issue for effective management of changes. Improvement of knowledge, skills, talent and operational level of human resources provide significant contributions to efficiency and performance of human resources. Therefore in this study, significance of training efforts in improving individual and organizational performance was pointed out. From this point of view, initially human resources management, training and development were focused on and then the effects of human resources training on perceived performance of employees were tried to be elucidated.

CONCEPTUAL FRAMEWORK

Human Resource Management and Functions

Human resources management (HRM) is ever-growing and transitional concept. Therefore, it is quite hard to find a standard definition. There aren't any common terminologies especially in transitional sciences (Mathis et al. 1997: 25).

HRM is interested in human-related dimension of an organization. It is a support unit for the performance of organizational functions. The role of human resources management is to provide supports on human resources management to the individuals directly involved in production of goods and services or to the line personnel (Gök 2006: 21). Within this framework in this study, HRM is defined as every kind of function and practice for effective management of human resources in an organizational or environmental ambient as to be beneficial for organization, individual and environment and be within the legal frameworks (Sadullah et al. 2013: 3).

The abundance of definitions is derived from the significance attributed to HRM. Regardless of how robust the other pecuniary sources, if the human resources are not sufficiently effective, the possibility of success of an organization will decrease that much. It is impossible to reach productivity and quality targets with unsatisfied labor force with low achievement motivation. Therefore, HRM has basic objectives of improving the productivity and basic quality of professional life. From this aspect, human resources management tries to provide positive contributions both to productivity and occupational life through using various criteria together with labor force (Tortop et al. 2007: 16).

In organizations, executives are responsible for implementation of HRM functions. Executives are the organs responsible for establishing policies and targets of organizations and for designating the strategies to realize these policies and targets. The success of organization depends on the emphasis put by executives on relevant activities. The functions of HRM can be assessed under the headings of: human resources planning; selection, training and development of human resources; career planning; wage management; occupational health and safety (Ünsalan et al. 2008: 59).

HR managers make plans to supply the organization with sufficient number and desired quality employees in required time through considering the current potential, development process and objectives of the organization (Aykaç 1999: 93). Human resources planning (HRP) is based on systematic analysis of current resources of the organization and commonly used to estimate future HR needs. It also targets efficient use of HR and compliance of estimates with the HR supply of the organization (Özgen et al. 2001: 73).

Personnel procurement is an activity performed to search for personnel candidates with required knowledge, skills, talents and motivation to meet personnel deficit of an organization designated by HRP and to employ them in the organization (Ünsalan et al. 2008: 88). Personnel selection includes a series of processes composed of decision-making activities to select the personnel from the candidate group created through candidate search and finding efforts (Çavdar et al. 2010: 85). Traditional selection process includes; introducing job profile, application form, tests, interviews, reference search, recruitment decision, health inspections, offering and placement (Geylan et al. 2013: 61).

Career planning includes the processes of: assessment of individual's own knowledge, skills, interests, value judgements, strengths and weaknesses; definition of inner-outer organizational career opportunities; identification of short-medium-long term targets; preparation of career plans; implementation of these plans. It is a problem solving and decision making process aiming the most proper correlation between the values and needs of the employees and their professional experiences and opportunities (Çetin and others: 2014: 126).

Wage and salary management is one the most important functions of HRM. A efficient HRM requires a satisfactory monetary reward management because wage and salary or reward management are directly related to other functions of HRM. For an efficient implementation of activity and practices of wage management, a sensitive payment program and policies should be created. On the other hand, a reduction in job satisfaction and more frequent personnel recruitment are observed in organizations without a wage policy. There is a relationship between performance improvement and wage increase and such a relation is the primary factor binding the personnel to the job and the organization. When the relationship between productivity and wages were assessed, labor force productivity can clearly be seen as an important factor. (Parasız 2004: 4).

HRM functions are developed with identification, recruitment, placement and orientation of individuals with desired qualifications and sufficient payment to them. Such functions also require occupational health and safety for preservation and sustainability of physical power, sufficiency and skills of the personnel as it was in the first day of job. Occupational health and safety is a systematic and scientific work for the prevention from health hazards of various sources during the performance of jobs in organizations (Yüksel 2004: 235).

HR assessment is another basic subject of HRM. Task performance of labor force employed in an organization is a quite significant issue in reaching specific targets. Thus, performance assessment is among the important functions of HRM. However, this issue is quite difficult as well as being significant. Such difficulty is originated from subjectivity (varying from one individual to another) of performance assessment (Fındıkçı 2001: 297). In other words, performance assessment is a practice assessing success, attitude, behavior and personality of employees of an organization based on some objective criteria (Yılmaz 2013: 108). The personnel is subjected to performance assessment through knowledge, skills and talents he/she has while recruiting and again subjected to performance assessment for on-job

performance after recruitment. In this way, current status, development and rewards of the personnel are determined with this performance assessment (Ünsalan et al. 2008: 124).

Human Resources Training

There is a continuous need for development efforts to better benefit from the employees. Employee development is achieved through preparation of training programs to improve professional skills, assessment of professional successes and providing consultancy whenever necessary. Rapid developments in technology, mechanization and automation increased the significance of training even more (Yüksel 2004: 198). The need for professional training especially in 21st century increased together with increasing educational levels of people, changes in expectations and needs of each new generation, developments in communication opportunities, advanced technology utilization to meet ever-increasing needs, transition to automation and excessive expertise. Today, organizations well comprehended the significance of developing or improving success of their personnel. In any case, training is not a target to be reached, but only a tool to realize the objectives of the organizations (Bingöl 1990: 147).

Training is the primary HR practice used to increase competitive power of the organization. Without training and development, it is impossible to update knowledge, competency, skill and experiences of employees and improve their performance as to influence their organizational outcomes (Uyargil et al. 2010: 162). There are various definitions for training concept. Training is defined as an effort designed by the organization to ease the comprehension of job-related competencies by the employees (Çetin et al. 2014: 81). Training is also expressed as a series of planned activities able to provide certain developments in human behaviors toward to pre-determined objectives (Sadullah et al. 2013: 165). In another definition, training is expressed as a process for changing and developing behavior, knowledge, skill and motivation of employees (Yilmazer 2013: 132).

Increasing organizational performance through positive changes in human behaviors and in this way ease the compliance of the organization with change and developments are among the most important objectives of training works (Çetin et al. 2014: 83). The benefits of HR training can be gathered under two groups (Bayraktaroğlu 2006: 78; Ertürk 2011: 124; Ayan 2013: 155; Bingöl 2014: 283): With regard to organization; to increase productivity and/or increase productivity consciousness; to increase knowledge, skill and talents of employees; to develop employee-employer relations; to provide adaption and full implementation of organizational policies; to reduce production, management and personnel costs; to reduce personnel resistance to changes; to improve decision-making and problem-solving capability of the organization; to strengthen inter-organizational communication; and to reduce maintenance costs of machinery and tools. With regard to personnel; to improve self-confidence and sense of achievement; to increase communication skills and leadership knowledge; to increase job satisfaction; to realize individual objectives and to satisfy personal requirements; to eliminate the fear of taking new responsibilities; to increase the sense of belonging; to provide career development and increase performance. From this point forth, with training function of organizations, it is possible to improve performance, update skills and knowledge of employees, solve organizational problems, and help in career development and orientation of new comers (Tortop et al. 2007: 185).

Perceived Performance

The primary target of organization in general is to achieve high performance, to preserve and develop their competitive power. While some organizations accept profitability, market share or quality as the performance criteria, some others accept cost, consumer orientation or

productivity as the performance criteria. Performance is a concept defining the outcomes of individuals or groups working in an organization to reach the desired targets (Uysal et al. 2013: 837). It is an indicator to what extent the individuals or groups reached the targets and standards along with the desired objectives. The performance may decrease or increase with personality, values, attitudes and abilities of the individuals (Uysal et al. 2013: 837). Performance may also express the execution level of a task under certain conditions, the behavioral pattern of an employee or the outcomes of personnel in a certain time period (Bingöl 2014: 367). Lexical meaning of performance is accomplishment of a task by an individual, efficient finalization of a task assigned to an individual. In a functional point of view, performance is the level or ratio of accomplishment of a task within the specified standards between the individual and the task (Ertürk 2011: 167).

The common point in several definitions of employee performance is the emergence of performance as a result of the relationship established between individual expectation and organizational objective. Performance is a qualitative and quantitative measure of the efficiency exhibited by an employee, a group or an organization in reaching the targets. For an employee to reach qualitative and quantitative objectives there should be some psychological conditions related to organizational climate. Besides monetary opportunities like wage and career development, an organizational environment should also be provided to realize these objectives (Tutar et al. 2010: 202).

An employee should have a strong morale and motivation to exhibit the performance expected from him. To do this, a well wage and opportunities should be supplied to the employee, supports should be provided for his promotion and an attention, affinity and sincerity should be presented by the other employees. The relevant desire and effort to realize the objective is totally depend on perception of current opportunities and wage and rewards provided by the organization (Uygur 2007: 75).

Organizations use different performance assessment methods. Mostly objective, subjective, qualitative and quantitative methods are employed together for performance assessment. To measure qualitative and quantitative performance, the measurement or assessment made by the executives by asking "to what extent the organization is successful with regard to various performance criteria" through comparisons with the other businesses in the sector is expressed as perceived performance (Aksoylu et al. 2013: 1008).

Business outcomes are sometimes used to measure direct performance. In cases where objective measurement of individual business outcomes is impossible or quite difficult, perceived performance is used as an alternative measure of performance (Mustapha et al. 2013: 22).

In general, there are two dimensions of performance concept. These are "task performance" and "contextual performance" (Onay 2011: 590). Task performance is defined as the actions presented by the employees within the frame of business responsibilities providing technological supports to basic activities of the organization or providing source, material or service to these basic activities (Ünlü et al. 2011: 184). Contextual performance includes various activities like knowledge of employee about organizational rules and procedures, obeying them even they are contrary to own opinions, helping to others in the organization, provide contributions to organizational objectives and presenting an extra effort for the completion of the business (Onay 2011: 590). In other words, contextual performance in broader perspective, besides central activities of the organization, points out the activities enriching organizational, social and psychological ambient of business atmosphere (Ünlü

others 2011: 185). In short, while task performance includes the business-related behaviors of the individual, contextual performance mostly includes voluntary activities apart from the activities specified in business definition.

LITERATURE REVIEW

Current literatures revealed that the global competition in recent years highly influenced the organizations and the ones invested on employee training had competitive advantage over the others. It was pointed out in many studies that training influenced the performance of employees. According to Aydınli and Halis (2004), training plays a significant role in efficient participation of employees in all organizational activities and creates well relationships between employees and employers. With training, employees perform their business successfully, increase their self-confidence and create the bases for their career development. According to Garcia (2005), training has positive effects on business performance. Training also plays a significant role in improving the productivity of employees. It was also reported that besides direct impacts on performance of employees, training also influenced the performance of organization through the performance of employees. According to Truit (2011), employee training increases entrepreneurship and creativity of labor force, provide support in prevention of wear of human resources because of difficulties experienced in compliance with technological changes and variations in ages and attitudes of the employees. Training also improves the performance of employees through job satisfaction during the knowledge, skill and attitude development processes.

According to Kaptangil (2012), continuous development and sustainability of training activities and an efficient organizational structure are necessary for compliance of organizations with changing environmental conditions and survive under these conditions.

Shahen et al (2013) indicated the most important effects of training on performance of employees and organization as; increased product quality and quantity, improved profit ratios, sustained business stability, minimized risks, decreased organization expenses and production costs, improved business management, compliance with national and international standards.

Elnaga and Imran (2013) in a study pointed out that sufficiency levels of employees may be improved with training programs. Then, it was stated that trainings not only improve the performance and thus the success of employees, but also improve their knowledge levels, let them gain experience for their future businesses and allow them more regular job performance.

Falola et al. (2014) indicated that efficient professional training programs positively influenced the development of employees and based on the level of training program, improved individual and organizational efforts to reach desired targets and increased the performance of employees. Similarly according to Bayraktaroğlu and Cickusic (2014), in case of well-trained employees, the management can assign them full trust and responsibility to reach the success. Well trained employees also use business resources more efficiently and productively.

Right at this point, constituting the basis of this study, apart from targeted objectives, effects of training programs provided to employees are closely related to what extend education, development and learning concepts were realized (Aydınli and Halis, 2004: 8).

METHODOLOGY

Sample

The research sample was composed of the employees of Golis Telekom operating in communication sector of Somali and Türk Telekom operating in the same sector of Turkey. Golis Telekom (Galkio) has 300 employees. Türk Telekom (Kayseri) has about 400 employees. Therefore, 300 questionnaires were distributed to Golis Telekom and Türk Telekom. Then, 112 responds were received from Golis Telekom and 5 of them were excluded for various reasons; 152 responds were received from Türk Telekom and 19 of them were excluded for some mistakes. So, from both organizations, 240 questionnaire forms (Golis-107, Türk-133) were assessed.

Data Gathering Method

Questionnaire method was used to gather data. The questionnaire forms were composed of three sections. The first section was composed of statements toward to demographic characteristics of respondents, second section was composed of statements toward to "HR training received by the employees", and third section was composed of the statements toward to "business performance composed of perceived task and contextual performance". Training scale was created by using the previous literature (Rahaib et al, 2011; Laing et al., 2009; Appiah and Benedicta, 2010; Nassazi and Aidah, 2013) and included 22 statements.

To measure business performance (composed of perceived task and contextual performance), the scale developed by Goodman and Svyantek (1999) and including 22 statements was used. While 9 statements of the scale were indicating task performance, 13 statements indicated contextual performance. Respond to each statement was received in 5-point likert format in which "Strongly disagree (1), Disagree (2), Undecided (3), Agree (4) and strongly agree (5)". Cronbach Alpha values indicating reliability of the scales are provided in Table 1.

Table 1. Cronbach Alpha (α) Coefficients for reliability of the scales

	Golis Telekom	Türk Telekom
HR Training	0.948	0.923
Perceived Task Performance	0.900	0.858
Perceived Contextual Performance	0.891	0.700

Research Model and Hypotheses

The model developed in accordance with the research objective and possible relationships are presented in Figure 1.

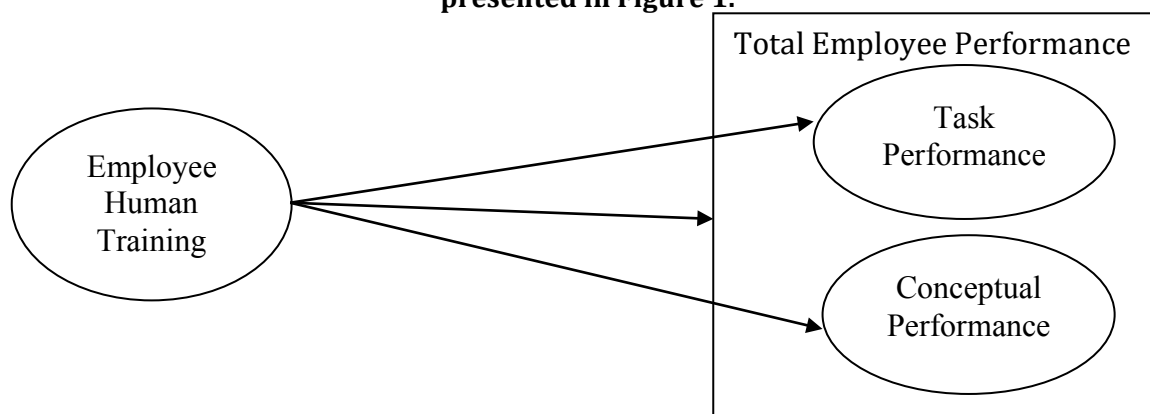


Figure 1. Research Model

The basic hypothesis of this study was “HR training level positively influenced the perceived performance of employees”. Correspondingly, the following hypotheses were created in this study:

H1a: HR training level has a positive effect on perceived task performance of Golis Telekom employees.

H1b: HR training level has a positive effect on perceived task performance of Türk Telekom employees.

H2a: HR training level has a positive effect on perceived contextual performance of Golis Telekom employees.

H2b: HR training level has a positive effect on perceived contextual performance of Türk Telekom employees.

H3: There are differences between HR training levels of Golis Telekom and Türk Telekom organizations.

H4: There are differences between perceived task performance of Golis Telekom and Türk Telekom employees.

H5: There are differences between perceived contextual performance of Golis Telekom and Türk Telekom employees.

RESULTS

Demographic Characteristics

Table 2. Demographic Characteristics, Frequency and Percentages

Gender	Golis Telekom		Türk Telekom	
	Number	Percentage	Number	Percentage
Male	101	94.4	122	91.7
Female	6	5.6	11	8.3
Total	107	100	133	100
Age				
Between 18-27 years	30	28	16	12
Between 28-37 years	54	50.5	89	66.9
Between 38-47 years	18	16.8	19	14.3
Between 48-57 years	5	4.7	9	6.8
Total	107	100	133	100
Education				
Primary school	2	1.9	-	-
Secondary school	3	2.8	16	12
High school	27	25.2	56	42.1
Undergraduate	63	58.9	54	41
Graduate	12	11.2	7	5.3
Total	107	100	133	100

As it was seen from Table 2, 94.4% of Golis Telekom employees were male and 5.6% were female; 91.7% of Türk Telekom employees were male and 8.3% were female. Majority of employees were between 28-37 years of age. While about 73% of Golis Telekom respondents were married and 27% were single, 78.2% of Türk Telekom employees were married and 27%

were single. Of Golis Telekom employees, 25.2% had high school, 58.9% undergraduate education. Of Türk Telekom employees, 42.1% had high school and 41% undergraduate education.

Mean Values of Research Variables

Table 3: Mean and Standard Deviations for Dependent and Independent Variables of Golis Telekom Employees

	N	\bar{X}	SS	Min.	Max.
HR Training	107	3.3037	0.85327	1.23	5
Perceived Task Performance	107	4.0062	0.78654	0.78	5
Perceived Contextual Performance	107	3.8382	0.76857	1.31	5

It was seen in Table 3 that arithmetic mean of “HR training level” of research participants was at medium level ($\bar{X}=3.30$); arithmetic mean for “perceived task performance” was ($\bar{X}=4.00$), arithmetic mean for “perceived contextual performance” was ($\bar{X}=3.83$).

Table 4. Mean and Standard Deviations for Dependent and Independent Variables of Türk Telekom Employees

	N	\bar{X}	SS	Min.	Max.
HR Training	133	3.7874	0.58144	2	5
Perceived Task Performance	133	4.1671	0.51131	2.11	5
Perceived Contextual Performance	133	3.9977	0.40383	2.15	4.77

It was seen in Table 4 that arithmetic mean for “HR training level” of research participants was ($\bar{X}=3.78$); arithmetic mean for “perceived task performance” was ($\bar{X}=4.16$), arithmetic mean for “perceived contextual performance” was ($\bar{X}=3.99$). When two organizations were compared, it was observed that HR training, perceived task performance and perceived contextual performance levels of Türk Telekom employees were higher than that of Golis Telekom employees.

Hypothesis Testing

Whether or not there are relationships between the independent variable HR training and dependent variables task performance and contextual performance, if so the strength and direction of relationship were analyzed with correlation and regression analysis.

Correlation Analysis

Correlation coefficients indicating the relationships between the variables and direction of relationships are provided in Table 5.

Table 5. Correlation Matrix for Golis Telekom Employees

	1	2	3
1. HR Training	1		
2. Task Performance	,368*	1	
3. Contextual Performance	,236*	,814*	1

** $p < 0.01$ level (2-tailed), * $p < 0.05$ level (2-tailed).

As it was seen in Table 5 for Golis Telekom employees, pearson correlation analysis revealed significant positive and weak correlations of HR training level with perceived task performance ($p < 0.01$; $r = 0.368$) and contextual performance ($p < 0.01$; $r = 0.236$).

Table 6. Correlation Matrix for Türk Telekom Employees

	1	2	3
1. HR Training	1		
2. Task Performance	,329** .001	1	
3. Contextual Performance	,379** .000	,763** .000	1

****p< 0.01 level (2-tailed), *p< 0.05 level (2-tailed).**

As it was seen in Table 6 for Türk Telekom employees, pearson correlation analysis revealed significant positive and weak correlations of HR training level with perceived task performance ($p<0.01$; $r=0.329$) and contextual performance ($p<0.01$; $r=0.379$).

Regression Analysis

Regression analysis was performed to determine the level of relationships among the variables identified with the correlation analysis. Regression results for Golis Telekom employees are provided in Table 6.

Table 7. Effects of HR training Level on Task, Contextual Performance of Golis Telekom Employees

Dependent Variable	Independent Variable (HR Training)			Dependent Variable	Independent Variable (HR Training)		
	B	t	P		Contextual Performance	B	t
Task Performance	0.368	4.05	0.00		0.236	2.48	0.01
R ²		0.136		R ²		0.056	
Adjusted R ²		0.127		Adjusted R ²		0.047	
F		16.471		F		6.186	

p<0.00, p<0.01

As it can be seen from Table 7, the regression models created were found to be significant. Regression analysis revealed that HR training level positively affected perceived task performance of Golis Telekom employees ($\beta=0,368$; $P<0.001$). The variable HR training level was able to explain 12.7% of total variation in perceived task performance of employees ($R^2=0,136$; $\Delta R^2 =0,127$; $F=16.471$; $P<0.001$). Based on this result, the hypothesis H1a "HR training level has a positive effect on perceived task performance of Golis Telekom employees" was supported. Similarly, the HR training level positively influenced perceived contextual performance of Golis Telekom employees ($\beta=0,236$; $P<0.001$). HR training level of employees was able to explain 4.7% of the variation in perceived contextual performance of employees ($R^2=0,056$; $\Delta R^2=0,047$; $F=6.186$; $P<0.001$). Along with these results, the hypothesis H2a was also supported.

The results of simple linear regression analysis performed to determine the effects of HR training level on task, contextual and total performance of Türk Telekom employees are provided in Table 7.

Table 8. Effects of HR training Level on Task, Contextual Performance of Türk Telekom Employees

Dependent Variable	Independent Variable (HR Training)			Dependent Variable	Independent Variable (HR Training)		
	B	t	P		Contextual Performance	B	t
Task Performance	0.329	3.99	0.00		0.379	4.69	0.00
R ²		0.108		R ²		0.144	
Adjusted R ²		0.102		Adjusted R ²		0.137	
F		15.942		F		22.030	

p<0.00

The regression models created were found to be significant (Table 8). Regression analysis revealed that HR training level positively affected perceived task performance of Türk Telekom employees ($\beta=0,329$; $P<0.001$). The variable HR training level was able to explain 10.2% of total variation in perceived task performance of employees ($R^2=0,108$; $\Delta R^2 =0,102$; $F=15.942$; $P<0.001$). Based on this result, the hypothesis H1b "HR training level has a positive effect on perceived task performance of Türk Telekom employees" was supported. Also, the HR training level positively influenced perceived contextual performance of Türk Telekom employees ($\beta=0,379$; $P<0.00$). HR training level of employees was able to explain 13.7% of the variation in perceived contextual performance of employees ($R^2=0,144$; $\Delta R^2=0,137$; $F=22.030$; $P<0.00$). Along with these results, the hypothesis H2b was also supported.

Difference Analyses

A t-test was performed to put forth the differences in HR training levels, perceived task and contextual performance and total performance of Golis Telekom and Türk Telekom employees. Results of t-test are summarized in Table 9.

The average for HR training level of Golis Telekom employees was ($\bar{X}=3.30$) and average for HR training level of Türk Telekom employees was ($\bar{X}=3.78$). The difference in group averages were found to be significant ($p=0.00<0.05$). Based on this finding, the hypothesis H3 (There are differences between HR training levels of Golis Telekom and Türk Telekom organizations) was supported. In other words, the HR training level of Türk Telekom employees was significantly higher than the HR training level of Golis Telekom employees.

Table 9. The Differences in HR Training Levels, Perceived Task and Contextual Performance of Golis and Türk Telekom Employees.

Dimensions	Organization	N	\bar{X}	SS	t	P
Training Levels	Golis Telekom(Somali)	107	3.3037	0.85327	-	.00*
	Türk Telekom(Turkey)	133	3.7874	0.58144	5.003	
Perceived Task Performance	Golis Telekom(Somali)	107	4.0062	0.78654	-	.01**
	Türk Telekom(Turkey)	133	4.1671	0.51131	1.827	
Perceived Contextual Performance	Golis Telekom(Somali)	107	3.8382	0.76857	-	.00*
	Türk Telekom(Turkey)	133	3.9977	0.40383	1.941	

Significant at *p<0.00, ** p<0.01

The difference in perceived task performance of Golis Telekom and Türk Telekom employees were found to be significant ($P=0.011<0.05$). The average for perceived task performance of Golis Telekom employees was ($\bar{X}=4.00$) and the average for perceived task performance of Türk Telekom employees was ($\bar{X}=4.16$). Thus, the hypothesis H4 (There are differences between perceived task performance of Golis Telekom and Türk Telekom employees) was supported ($p=0.000<0.05$).

The average for perceived contextual performance of Golis Telekom employees was ($\bar{X}=3.83$) and the average for perceived contextual performance of Türk Telekom employees was ($\bar{X}=3.99$). The t-test revealed that the difference in perceived contextual performance of Golis and Türk Telekom employees was found to be significant ($p=0.000<0.05$). Based on this finding, the hypothesis H5 (There are differences between perceived contextual performance of Golis Telekom and Türk Telekom employees) was supported.

CONCLUSION AND RECOMMENDATIONS

The effects of human resources training levels on perceived performance of the employees of telecommunication organizations operating in Somali (Golis Telekom) and Turkey (Türk Telekom) were investigated in this study. A total of 240 employees participated and 107 of them were from Golis Telekom and 133 were from Türk Telekom.

Since communication sector is a labor-intensive sector, labor force is among the most significant assets of the organizations. Together with the concept of globalization, number of people involved in communication activities worldwide will rapidly increase and the sector will rapidly grow. Human resources are the most significant input influencing this growth and development. Organizations tend to provide trainings to their employees and keep them in their organizations along with their objectives to survive under increased competitive conditions. The primary objective of this study was to investigate the effects of human resources training on perceived performance of employees and to put forth whether or not such training differs from one country to another.

The t-tests revealed the average for HR training level of Golis Telekom employees as ($\bar{X}=3.30$) and HR training level of Türk Telekom employees as ($\bar{X}=3.78$). The difference between group averages were found to be significant ($p=0.000<.00$). It means, average training level of Türk Telekom employees was higher than the training level of Golis Telekom employees. If the educational level has positive impacts on employee performance, it is expected that performance of Türk Telekom employees should be higher than the performance of Golis Telekom employees. The average for perceived task performance of Golis Telekom employees was ($\bar{X}=4.00$) and average for perceived task performance of Türk Telekom employees was ($\bar{X}=4.16$). The difference was found to be significant, in other words Türk Telekom employees had higher level perceived task performance than the Golis Telekom employees. A similar case was also observed for perceived contextual performance. The average for perceived contextual performance of Golis Telekom employees was ($\bar{X}=3.83$) and the average for perceived contextual performance of Türk Telekom employees was ($\bar{X}=3.99$) and such a difference was also found to be significant.

Pearson correlation analysis revealed significant positive but weak correlation of HR training level of Golis Telekom employees with their perceived task performance ($p<0.01$; $r=0.368$) and contextual performance ($p<0.01$; $r=0.236$). Similarly, it was observed that there was significant positive but weak correlations of HR training levels of Türk Telekom employees with their perceived task performance ($p<0.01$; $r=0.329$) and contextual performance ($p<0.01$; $r=0.379$).

In other words, there were positive correlations between training levels and performance levels of employees in both countries. These outcomes are supported by previous theoretical and practical studies. Thusly, Bartel (1994), Knoke and Kalleberg (1994), Huselid (1995), Thomas (1997) and Armstrong (2010) reported significant correlations between human resources training and employee performance.

Following regression analysis revealed that training levels positively influenced performance levels. According to regression analysis, it was observed that HR training level of Golis Telekom employees positively influenced their perceived task performance ($\beta=0.368$; $p<0.001$) and contextual performance ($\beta=0.236$; $p<0.001$). Similarly, HR training level of Türk Telekom employees positively influenced their perceived task performance ($\beta=0.329$; $p<0.001$) and contextual performance ($\beta=0.379$; $p<0.00$). Then, the proposed hypotheses of the research were accepted. Such findings comply with the results of previous studies carried out in different countries. Trainings had positive effects on employee performance in transportation organizations of Tanzania (Jagero et al., 2012), Banking organizations of Nigeria (Falola et al., 2014), telecommunication organizations of Pakistan (Sultana et al., 2012), public organizations of Zimbabwe (Dabale et al., 2014), pharmacy organizations of Pakistan (Hafeez and Akbar, 2015), commercial organizations of Bosnia-Herzegovina (Bayraktaroğlu and Cickusic, 2014), health organizations of Kenya (Onyango and Wanyoike, 2014) and sugar factory (Otuko et al., 2013), small businesses of Malesia (Raghavan and Mahmood, 2015), various businesses of Turkey (Kaptangil, 2012) and lodging organizations of Spain (Ubeda-Garcia et al., 2013).

As it was supported by the previous literature, the training provided to employees of an organization improved their perceived performance. Such a finding was proved for both Türk Telekom and Golis Telekom. The positive impacts of training on performance will be pointed out more in the upcoming years. Organizations are ever-developing today and they need to have flexible approaches to comply with ever-changing environmental and external conditions. Right at this point, human resources training emerges. Organizations pre-determine the needs for every kind of knowledge, experience, behavior, attitude, decision making and habits and design their training activities accordingly. The knowledge gained through these training activities will then reflect as improved performance for the organization.

Innovation capability will be the primary condition for sustainable competitive advantage of organizations. To create a difference, managements should exhibit more proactive management. To reach success in this management style, they should well keep up with ever-changing environmental conditions and be also to guess new conditions ahead. In so doing, employee training comes in the first place.

Training activities should continuously be developed, sustainability should be provided and efficient organizational structure should be created for compliance of the organization with changing conditions and to survive in competitive markets. However, training activities along with the needs of the organization can reach the success only with the encouragement and sustainability of these training activities. Especially in Somali, just because of long-lasting civil war, companies were not able pay sufficient attention to human resources. Golis Telekom has a private and Türk Telekom has a semi-public semi-private status. Such a case brings Türk Telekom employees into more advantageous (with regard to training, salary, security and etc. issues) position. Private status of Golis Telekom and special conditions of the country resulted in insufficient attention to human resources. Therefore, it was recommended that a separate training section should be established in Golis Telekom, trainings and salaries should be increased and a budget should be allocated to social security and similar activities of the employees.

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