

# The Impact of Capacity Building on Career Development at Hope University Staff in Mogadishu-Somalia

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**Abstract:** The aim of this article is to determine the impact of capacity building on career development at Hope University staff in Mogadishu-Somalia. Methods: the study area was the staff of Hope University, Mogadishu-Campus. The study was descriptive research with specifically cross-sectional survey using designed questionnaires. The target population was 60 staff, but the researcher made sample size of 48 staff. The data analyzed method was descriptive research with using software SPSS version applied in this study. Result: The table 3 shows that the 48 respondents, capacity building makes positive impact, 20 respondents agreed, while 25 respondents strongly agreed, 1 respondent disagreed and only 2 respondents strongly disagreed. Researcher can say that the 20 agreed 41.7%, while 25 strongly agreed were 52.1%, 1 disagreed 2.1%, and 2 4.2% strongly disagreed. The above table shows that on the job learning and workshop training can lead great impact on employee performance. 19 respondents agreed, while 26 strongly agreed, 2 respondents disagreed and only 1 respondent strongly disagreed. So, 19 agreed were 39.6% while 26 strongly agreed were 54.2%, 2 respondents were disagreed 4.2% and only 1 respondent was 2.1%. The above table shows that respondents of capacity building promote lecturer's performance and efficiency to deliver effective learning. 21 respondents agreed, while 23 respondents strongly agreed; only 1 respondent disagreed, 1 respondent strongly disagreed and 2 respondents were neutral. So that, 21 respondents agreed were 43.8%, while 23 respondents strongly disagreed were 47.9%, 1 respondent disagreed was 2.1%, 1 respondent strongly disagreed was 2.1% and 2 respondents neutral were 4.2%. The above table also shows that the capacity building enhances university's goals and performance, 22 respondents agreed, while 19 respondents strongly agreed, only 2 respondents disagreed, also 2 respondents strongly disagreed and 3 respondents were neutral. Mean that, 22 respondents agreed were 45.8%, while 19 respondents strongly agreed were 39.6%, 2 respondents disagreed were 4.2, 2 respondents disagreed were 4.2% and 3 respondents neutral were 6.3%. Recommendations: The researcher recommends that the university keeps usage adjustment to the trainings or seminars to increase career development. The researcher recommends that the university also keeps employee motivation to increase performance level and quality level. Education and training programs to build up employee's capability, skills and enhance effective performance as well as continuous career development.

**Keywords:** Capacity Building, Career Development, Employees, Mogadishu, Somalia

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## 1. Introduction

The objective of this study is to evaluate the impact of capacity building on career development at Hope University in Mogadishu-Somalia. Capacity is the process of increasing the size of organizations or educational institutions. Capacity building is an idea that develops the employees' knowledge, skills, to carry out the organization's goals. Similarly, training the workforce can make them better utilization of the

organizational resources. To add values to the employees, annual training may be required at any organizations specifically educational institutions e.g.; universities, colleges. To do so, make sure, that training opportunities are available in the organization and it is necessary to train the trainer before training occurred/scheduled.

## 2. Literature Review

Capacity building is important because it empowers

individuals and makes the tasks complete efficiently and effectively and that is related to organizational effectiveness. Jobs need people to have some specific skills, knowledge, ability, experience, and great communication skills, to apply these skills, organization can achieve their goals effectively. The outcome of capacity building is assets and employees are the assets of organizations.

Manager support involves the process of influencing employees to work for the achievement of organizational goals [1]. Manager support can play major role of the capacity building in the organization to achieve quality future target and constant training that learning needs to be part of the organizational culture and continue learn about their work to bring about new ideas to contribute to their organization.

The term capacity building has been used in varying contexts, expressing different meanings and explanations. It was considered that the term correlates closely with HR development that is, enhancing employees' knowledge and training. The capacity building has a positive and significant impact on employee performance. Also employees' capacity building, and skill development of employees enhance the performance and productivity. [2]. Training is a learning method, so it is necessary that each organization/institution should held training programs when observe variable weaknesses in the workforce to build their capacity to be professionally prepared to promote the academic development of the society and show their responsibility. To add values to the employees, annual training may be required at any organizations specifically educational institutions e.g.; universities, colleges, secondary and primary schools. To do so, make sure, that training opportunities are available in the organization and it is necessary to train the trainer before training occurred/scheduled.

Capacity building of employees in a great judgment can be regarded as upgrading the employee's capacity to perform the right task inside more extended arrangement of execution guidelines of the Association [3]. Employees have some tasks to do and make sure to do their right assigned tasks as well as successfully done their job.

Employee performance is evaluated by a manager every year on a quarterly basis or monthly basis that provides insight for the betterment of employees [4]. Evaluation is one of the methods to analyze and provide feedback from those who evaluate the performance of the employees.

Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance [5]. Every organization's assets are workers because they perform their assigned tasks day-to-day operations if the utilize their skills and knowledge and organization can easily achieve its desired result.

The main objective of capacity building is that to increase the efficiency of workers and to maintain higher greater result of the job.

## **2.1. Academic Performance**

The performance of academic staff will be better if they follow the instructions and guidelines of the university formulated as learned in the capacity building training. The motivation affected the performance of staff in universities. [6, 7]. Motivation can increase the staff performance. In increases the intensity of the staff and improves the performance of the staff.

The mission of every academic institution is that to produce higher quality students and globally recognized the achievement of the academic institutions. So that, academic institutions make sure to have career developed lecturers with continuous punctualities and responsibilities to achieve common goals both university and students. Developed guidelines will aid delivering effective teaching and sustainable development of the university. To do so, teaching staff need to have sustainability competences themselves and be able to develop them within their learners [8, 9].

New academic staff are generally offered structured career development opportunities particularly to develop their teaching practice. This is may important to any academic institution to offer new academic staff developing opportunities to make sure and prepare future staff [10].

Performance is influenced by work engagement based on commitment based on ethical awareness of the function of lecturers in higher education [11]. Employees with higher work engagement means make continuous effort to accomplish their job and they have strengths and capable doing their assigned tasks effectively. The outcome of work engagement might be growth and fairness. Employees who have positive strong feeling about the job always bring great contributions to the organization. [11].

## **2.2. Job Satisfaction**

Many scholars found that career development, work environment had a significant positive effect on job satisfaction and employee loyalty, job satisfaction had a significant positive effect on employee loyalty, and job satisfaction proved to be an intervening variable influencing career. Career development can increase staff motivation and satisfaction and as well as their experiences. Career development may also increase the goodwill of the organization and ensures talented employees available [12, 13].

The key place is to determine ways to increase productivity, ways to increase creative initiative, and to stimulate and motivate employees. To recognize staff hard-working and their great performance will build their morale and stay healthy. It is sometimes better to celebrate with staff's positive results. [14]

Lecturers with specializations and international trainings have significant relationship as compared to other teachers in terms of competency in teaching vocational course. Macaraeg, L. F., & Cocal, C. J. (2020). Employees who have international training may have cultural adaption to anywhere and do the job and gain experience and accomplish the job as

easy as possible as well. [15].

### 3. Methods

#### 3.1. Study Area

The researcher conducted at this research the second campus of Hope University Mogadishu Somalia. Located address: 21 October, Waaberi District. Mogadishu is the main capital city of Somalia. Mogadishu has seventeen districts.

#### 3.2. Study Time

The time of this study conducted in September, 2020 to December, 2020 four months research.

#### 3.3. Study Design

Research design was descriptive design to describe the performance and situation of the staff and researcher was used questionnaires method to collect and interpret the situation of the staff.

#### 3.4. Sample Size

The target population was 60 individuals, but the researcher made sample size of 48 individuals.

#### 3.5. Data Analysis

To analyze the data, researcher used quantitative data analysis technique and entered the data into the computer by using SPSS. Researcher showed the respondent's frequency and percentage and their demographic characteristics on the tables.

#### 3.6. Reliability of Data

Table 1. Reliability test.

Reliability Statistics	
Cronbach's Alpha	N of Items
.980	10

Own survey, 2020

The reliability of data was 0.980, Cronbach's alpha, which indicates reliability of consistency of questionnaires data of the study.

### 4. Result to Study

#### 4.1. Demographic Data

The table 2: shows that 48 respondents, 7 were female while 41 were male. We can see that 7 respondents are consisting 14.6% workforce while 41 respondents are male consisting 85.4%. The table 2. shows that the respondents were 48, the age between 25-26, were 25, the age between 35-40, were 10, while the age between 40-50 were also 10 and above 50 were only 3. So that, the age 25-35, 52.1%, the age of 35-40, 20.8%, while age of 40-50, 20.8% and above 50 6.3%. This table shows that respondents were 48, 7 were single, 3 were married,

while 38 were divorced. Mean that, 7singles 14.6%, 38 married, 79.2%, and 3 divorce 6.3%.

Table 2. Profile of respondents.

Variables	Type	Frequency	Percentage
Gender	MALE	41	85.4%
	FEMALE	7	14.6%
Age	Total	48	100
	20-35	25	52.1%
	35-40	10	20.8%
	40-50	10	20.8%
	Above 50	3	6.3%
	Total	48	100
Marital status	Single	7	14.6%
	Married	38	79.2%
	Divorced	3	6.3%
	Total	48	100
Education	Secondary certificate	2	4.1%
	Diploma	5	10.4%
	Bachelor	15	31.3%
	Masters	26	54.2%
	Total	48	100
Occupation	Lecturer	15	31.3%
	Security staff	11	22.9%
	Office manager	9	18.8%
	Others	13	27.0%
	Total	48	100

Source: own survey, 2020

The table 2 shows that respondents were 48, 15 were bachelors degree (31.3%, 26 (54.2%) were masters degree, while 2 (4.2%) were secondary certificate, and 5 (10.4%) were Diploma.

Table 3. Impact of capacity building.

Variables	Type	Frequency	Percentage
Capacity building makes positive impact	A	20	41.7%
	SA	25	52.1%
	D	1	2.1%
	SD	2	4.2%
	N	0	
Total		48	100
On the job learning and workshop training can lead great impact on employee performance	A	19	39.6%
	SA	26	54.2%
	D	2	4.2%
	SD	1	2.1%
	N	0	0
Total		48	100
Capacity building promotes lecturer's performance and efficiency to deliver effective learning	A	21	43.8%
	SA	23	47.9%
	D	1	2.1%
	SD	1	2.1%
	N	2	4.2%
Total		48	100
Capacity building enhances university's goals and performance	A	22	45.8%
	SA	19	39.6%
	D	2	4.2%
	SD	2	4.2%
	N	3	6.3%
Total		48	100
Career developed lecturers will demonstrate a commitment to quality	A	29	60.4%
	SA	14	29.2%
	D	2	4.2%
	SD	1	2.1%
	N	2	4.2%
Total		48	100

The above table 2 shows that, 15 (31.3%) were lecturers, while 11 (22.9%) were security staff, office managers were 9 (18.8%) and others were 13 (27%).

**Table 4.** Enhance career development.

Variables	Types	Frequency	Percentage
The annual workshop on staff there will be development both staff and lecturer in university	A	20	41.7%
	SA	25	52.0%
	D	1	2.0%
	SD	2	4.2%
	N	0	0
Total		48	100
The recognition of the roles of complex staff will build career development of the staff	A	22	45.8%
	SA	17	35.4%
	D	5	10.4%
	SD	4	8.3%
	N	0	0
Total		48	99.9
Regular staff encouragement may enhance capacity building on career development	A	16	33.3%
	SA	24	50.0%
	D	6	12.5%
	SD	2	4.2%
	N	0	0
Total		48	100
If the system of university include career training programs will create quality improvement	A	25	52.1%
	SA	22	45.8%
	D	1	2.12%
	SD	0	0
	N	0	0
Total		48	100
Management by objectives can enhance the performance of staff and career development	A	23	47.9%
	SA	21	43.8%
	D	2	4.2%
	SD	2	4.2%
	N	0	0
Total		48	100

Own survey, 2020

#### 4.2. Impact of Capacity Building

The table 3 shows that the 48 respondents, capacity building makes positive impact, 20 respondents agreed, while 25 respondents strongly agreed, 1 respondent disagreed and only 2 respondents strongly disagreed. Researcher can say that the 20 agreed (41.7%), while 25 strongly agreed were (52.1%), 1 disagreed (2.1%), and 2 (4.2%) strongly disagreed.

The above table also shows that on the job learning and workshop training can lead great impact on employee performance. 19 (39.6%), respondents agreed, while 26 (54.2%) strongly agreed, 2 (4.2%) respondents disagreed and only 1 (2.1%) respondent strongly disagreed.

The table 3 shows that respondents of capacity building promote lecturer's performance and efficiency to deliver effective learning. 21 (43.8%) respondents agreed, while 23 (47.9%) respondents strongly agreed; only 1 (2.1%) respondent disagreed, 1 (2.1%) respondent strongly disagreed and 2 (4.2%) respondents were neutral.

The above table shows that the capacity building enhances university's goals and performance, 22 (45.8%) respondents agreed, while 19 (39.6%) respondents strongly agreed, only 2 (4.2%) respondents disagreed, also 2 (4.2%) respondents strongly disagreed and 3 (6.3%) respondents were neutral.

Table 3, shows that career developed lecturers will demonstrate a commitment to quality. 29 (60.4%) respondents agreed, while 14 (29.2%) strongly agreed, 2 (4.2%) respondents disagreed, only 1 (2.1%) respondent strongly disagreed and 2 (4.2%) respondents were neutral.

#### 4.3. Enhance Career Development

The table 4. shows that the annual workshops on staff there will be development both staff and lecturers in university. 20 (41.7%) respondents agreed, while 19 (39.6%) strongly agreed, 4 (8.3%) were disagreed, and 5 (10.4%) were neutral.

The table also shows that the recognition of the roles of complex staff will build career development of the staff. 22 (45.8%) respondents agreed, while 17 (35.4%) strongly agreed, 5 (10.4%) respondents disagreed and 4 (8.3%) respondents were strongly disagreed.

The table shows that the regular staff encouragement may enhance capacity building on career development. 16 (33.3%) respondents agreed, while 24 (50%) strongly agreed, 6 (12.5%) respondents disagreed and 2 (4.2%) respondents were strongly disagreed.

The table shows that if the system of university includes training programs will create quality improvement. 25 (52%) respondents agreed, while 22 (45.8%) strongly agreed, and only 1 (2.1%) respondent was strongly disagreed.

The above table shows that the management by objectives can enhance the performance of staff and career development. 23 (47.9%) respondents agreed, while 21 (43.8%) strongly agreed, 2 (4.2%) respondents disagreed and 2 (4.2%) respondents were strongly disagreed.

In table 5. The number of age respondents was 48, the score mean was 1.8125 and standard was.98188. The number of sex respondents was 48, the mean score was 1.1458 and standard deviation was.35667. The number of marital status respondents was 48, the mean score was 2.6458 and standard deviation was.72902. The number of level education was 48, the mean score was 2.0833 and standard deviation was.1.19988. The number of occupation was 48, the mean score was 2.4681 and standard deviation was 1.33272. The number of responded the term of Capacity building makes positive impact was 48, the mean score was 1.6875 and standard deviation was.71923. The number of responded the term of on the job learning and workshop training can lead great impact on employee performance was 48, the mean score was 1.6875 and standard deviation was.65740. the number of responded the term of Capacity building promotes lecturer's performance and efficiency to deliver effective learning was 48, the mean score was 1.7500, and standard deviation was.93399. the number of responded the term of Capacity building enhances university's goals and performance was 48, the mean score was 1.8542 and standard deviation was.1.11068. The number responded the term Career developed lecturers will demonstrate a commitment to quality performance was 48, the mean score was 1.6042 and standard deviation was.98369. The number responded the term of The annual workshop on staff there will be development both staff and lecturers in university was 48, the

mean score was 1.9792 and standard deviation was 1.21146. The number responded the term the recognition of the roles of complex staff will build career development of the staff was 48, the mean score was 1.8125, and the standard deviation was .93754. The number responded the term Regular staff encouragement may enhance capacity building on career development was 48, the mean score was 1.8750, and the standard deviation was .78889. The number responded the

term If the system of university include career training programs will create quality improvement was 48, the mean score was 1.5208 and standard deviation was .61849. The number responded the term of Management by objectives can enhance the performance of staff and career development was 48, the mean score was 1.6458 and the standard deviation was .75764.

*Table 5. Descriptive Statistics.*

Descriptive Statistics	N	Mean	Std. Deviation
Age	48	1.8125	.98188
Sex	48	1.1458	.35667
Marital Status	48	2.6458	.72902
Level Of Education	48	2.0833	1.19988
State Your Occupation	48	2.4681	1.33272
Capacity building makes positive impact	48	1.6875	.71923
On the job learning and workshop training can lead great impact on employee performance	48	1.6875	.65740
Capacity building promotes lecturer's performance and efficiency to deliver effective learning	48	1.7500	.93399
Capacity building enhances university's goals and performance	48	1.8542	1.11068
Career developed lecturers will demonstrate a commitment to quality performance	48	1.6042	.98369
The annual workshop on staff there will be development both staff and lecturers in university	48	1.9792	1.21146
The recognition of the roles of complex staff will build career development of the staff	48	1.8125	.93754
Regular staff encouragement may enhance capacity building on career development	48	1.8750	.78889
If the system of university include career training programs will create quality improvement	48	1.5208	.61849
Management by objectives can enhance the performance of staff and career development	48	1.6458	.75764
Valid N (listwise)	48		

## 5. Discussion

Therefore, this study aimed at impact of capacity building on career development in Hope University Mogadishu, Somalia. The purpose of this study aimed to evaluate the impact of employee capacity building on career development at Hope University Mogadishu-Campus. The researcher came to find that the capacity building on career development is very important at any organization specifically at Hope University Mogadishu-Campus. The total respondents were 48. The male were 41 while the female were only 7. 24 (54.2%) lecturers at Hope University were master's degree while 8 (22.9% respondents were security staff. 10 (18.8%) respondents were office managers. However, 24 respondents strongly agreed that the capacity building makes positive impact while 21 respondents agreed and only 1 respondent disagreed and 2 respondents strongly disagreed. The training and capacity building programs are important for HR development and, the capacity building of employees has a significant impacts on employee performance and employee retention. That similar of what I got it. [16].

24 respondents strongly agreed that the "On the job learning and workshop training can lead great impact on employee performance" while 21 agreed and 2 respondents disagreed and only 1 respondent strongly disagreed. 23 respondents strongly agreed that the Capacity building promotes lecturer's performance and efficiency to deliver effective learning while 21 agreed, 1 respondent disagreed and only 1 respondent strongly disagreed and 2 respondents were neutral. 19 respondents strongly agreed that the Capacity building

enhances university goals and performance while 23 respondents's agreed and only 3 respondents disagreed, 1 respondent strongly disagreed and 2 respondents were neutral. 15 respondents strongly agreed that the Career developed lecturers will demonstrate a commitment to quality performance while 27 respondents agreed, 3 respondents disagreed and 1 respondent strongly agreed and 2 respondents were neutral. 21 respondents agreed that the annual workshop on staff there will be development both staff and lecturer in university while 21 respondents also strongly agreed, and 3 respondents disagreed and 3 respondents were neutral. 22 respondents agreed that the recognition of the roles of complex staff will build career development of the staff, while the 17 respondents strongly agreed, 5 respondents disagreed, and 4 respondents strongly disagreed. 17 respondents agreed that the Regular staff encouragement may enhance capacity building on career development, while 24 respondents strongly agreed, 5 respondents disagreed, and only 2 respondents strongly disagreed. 25 respondents agreed that the If the system of university include career training programs will create quality improvement, while 21 respondents strongly agreed, 1 respondent disagreed and only 1 respondent strongly agreed. 24 respondents agreed that the Management by objectives can enhance the performance of staff and career development, while 20 respondents strongly agreed, 2 respondents disagreed and 2 respondents strongly disagreed.

## 6. Conclusion

The purpose of this study aimed to evaluate the impact of employee capacity building on career development at Hope

University staff in Mogadishu-Campus. Training is a learning method, so it is necessary that each organization/institution should held training programs when observe variable weaknesses in the workforce to build their capacity to be professionally prepared to promote the academic development of the society and show their responsibility. The system of university includes training programs will create quality improvement. 25 (52%) respondents agreed, while 22 (45.8%) strongly agreed, and only 1 (2.1%) respondent was strongly disagreed. Training is like pencil sharpener, it sharpens the staff and make them ready to use.

## 7. Recommendations

Based on finds of this study, the researcher recommends the following, which might be helpful to the capacity building on career development in Hope University Mogadishu-Campus:

1. The university should organize well-planned and execute training and development programs.
2. The researcher recommends that the university keeps usage adjustment to the trainings or seminars to increase career development.
3. The researcher recommends that the university also keeps employee motivation to increase performance level and quality level.
4. Education and training programs to build up employee's capability, skills and enhance effective performance as well as continuous career development.

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