

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE ROLE OF HUMAN RESOURCES TOWARDS PROJECT
MANAGEMENT IN SOMALIA: A CASE STUDY OF GALKAYO
PUNTLAND SOMALIA JPLG ROAD CONSTRUCTION
PROJECT**

MASTER'S THESIS

Saacid Saed ABDINOUR

Engineering Management Department

Engineering Management Master in English Program

**AUGUST 2024
ISTANBUL**

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Thesis Advisor: Assist. Prof. Dr. Tuğbay Burçin GÜMÜŞ

Istanbul 2024



T.C.
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LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

Bu çalışma 05.08.2024 tarihinde aşağıdaki jüri tarafından Mühendislik Yönetimi Anabilim Dalı, Mühendislik Yönetimi (Tezli Yüksek Lisans) Programı Yüksek Lisans Tezi olarak kabul edilmiştir.

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DECLARATION

I, Saacid Saed Abdinour, hereby certify that the work contained in this thesis is fully original. I carried out this research with the assistance of my supervisor and in accordance with the rules and policies established by the University.

I certify that all references used in this thesis were correctly cited and acknowledged. Any contributions made by organizations or people over the course of this research have been fully acknowledged.

I further state that no other degree or qualification has received this thesis, in whole or in part. This thesis presents original research that hasn't been published before. (05.08.2024)

Saacid Saed ABDINOUR

DEDICATION

To my family, this thesis is dedicated to the unending love, support, and encouragement you have given me throughout my academic journey. Your trust in my abilities and your sacrifices are the driving force behind this success.

To my parents, whose endless sacrifices and unwavering belief in my potential shaped my path and inspired me to strive for excellence. Your advice and unwavering support are my greatest source of strength.

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ABBREVIATIONS

HCT	: Human Capital Theory
HRM	: Human resource management
JPLG	: Joint Unity Nation Program on Local Governance (JPLG)
PHA	: Puntland Highway Authority



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**THE ROLE OF HUMAN RESOURCES TOWARDS PROJECT
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ABSTRACT

The study was conducted to examine the role of human resources in project management in JPLG road construction projects in Galkayo, Puntland Somalia. Specifically, the study evaluates the role of project management staff training in JPLG road construction projects in Galkayo, Puntland Somalia, the role of staff development in project management in projects construction of JPLG Road in Galkayo, Puntland Somalia, the role of employee engagement. towards project management in JPLG road construction projects in Galkayo, Puntland Somalia. Research results show that employee training in an organization improves management by attracting, motivating, and retaining employees to ensure the survival of the organization. Training motivates employees to work harder to improve organizational performance. Training imparts the knowledge, skills and behaviors required by employees to fully perform a defined task or job.

Employee development allows organizations to better understand the career goals, strengths, and development needs of employees, thereby enabling employees to take personal responsibility for their professionalism, internalize or improve the skills they need to maintain their current role. Performance reviews provide quick feedback as well as an assessment of an employee's overall performance. Employees are more likely to fully understand workplace expectations and adjust and improve their performance. Feedback meetings provide an opportunity for managers and employees to discuss and come up with new strategies on how to improve performance. Based on the study results, the study recommends that continuing education programs focus on specific training to acquire knowledge relevant to employees' current needs. Ongoing advice and support, sharing of ideas and concerns among employees, support from head administrators and having enough free time to attend training are some of the key factors that This program should focus on. The researcher recommended that JPLG's road construction projects in Galkayo, Puntland, Somalia should establish commitment in the form of vision, policies, plans and actions for the long-term career development of employees. There is a need to increase the creativity and accuracy level of employees in JPLG road construction projects in Galkayo, Puntland Somalia, by generating new ideas based on different job tasks within the organization. Need to train staff to adapt to the new work culture of JPLG road construction projects in Galkayo, Puntland Somalia, moving to other organizational processes.

Keywords: *Project Management, JPLG Road Construction Project, Human Resource, Staff Development.*

SOMALİ'DE PROJE YÖNETİMİNDE İNSAN KAYNAKLARININ ROLÜ: GALKAYO PUNTLAND SOMALİ JPLG YOL İNŞAATI PROJESİ ÖRNEĞİ

ÖZET

Bu çalışma, Galkayo, Puntland Somali'deki JPLG yol inşaatı projelerinde insan kaynaklarının proje yönetimindeki rolünü incelemek amacıyla yapılmıştır. Çalışma özellikle, Galkayo, Puntland Somali'deki JPLG yol inşaatı projelerinde proje yönetimi personeli eğitiminin rolünü, Galkayo, Puntland Somali'deki JPLG Yolu inşaatı projelerinde proje yönetiminde personel gelişiminin rolünü ve çalışan katılımının rolünü değerlendirmektedir. Araştırma sonuçları, bir kuruluştaki çalışan eğitiminin, kuruluşun hayatta kalmasını sağlamak için çalışanları cezbetme, motive etme ve elde tutma yoluyla yönetimi iyileştirdiğini göstermektedir. Eğitim, çalışanları kurumsal performansı artırmak için daha fazla çalışmaya motive eder. Eğitim, çalışanların belirli bir görevi veya işi tam olarak yerine getirebilmeleri için gereken bilgi, beceri ve davranışları kazandırır.

Çalışan gelişimi, kuruluşların çalışanların kariyer hedeflerini, güçlü yönlerini ve gelişim ihtiyaçlarını daha iyi anlamalarına olanak tanır, böylece çalışanların profesyonellikleri konusunda kişisel sorumluluk almalarına, mevcut rollerini sürdürmek için ihtiyaç duydukları becerileri içselleştirmelerine veya geliştirmelerine olanak tanır. Performans incelemeleri, hızlı geri bildirim sağlamanın yanı sıra çalışanın genel performansının değerlendirilmesini de sağlar. Çalışanların işyeri beklentilerini tam olarak anlama ve performanslarını ayarlama ve iyileştirme olasılıkları daha yüksektir. Geri bildirim toplantıları, yöneticilerin ve çalışanların performansı nasıl artırabilecekleri konusunda yeni stratejiler geliştirmeleri ve tartışmaları için bir fırsat sağlar. Çalışma sonuçlarına dayalı olarak çalışma, sürekli eğitim programlarının çalışanların mevcut ihtiyaçlarıyla ilgili bilgileri edinmeye yönelik özel eğitimlere odaklanmasını önermektedir. Sürekli tavsiye ve destek, çalışanlar arasında fikir ve endişelerin paylaşılması, baş yöneticilerin desteği ve eğitime katılmak için yeterli boş zamana sahip olmak, bu programın odaklanması gereken temel faktörlerden bazılarıdır. Araştırmacı, JPLG'nin Galkayo, Puntland, Somali'deki yol inşaatı projelerinin çalışanların uzun vadeli kariyer gelişimi için vizyon, politikalar, planlar ve eylemler şeklinde bağlılık oluşturması gerektiğini tavsiye etti. Galkayo, Puntland Somali'deki JPLG yol inşaatı projelerinde, organizasyon içindeki farklı iş görevlerine dayalı yeni fikirler üretilerek çalışanların yaratıcılık ve doğruluk düzeylerinin artırılmasına ihtiyaç vardır. Diğer organizasyonel süreçlere geçerek Galkayo, Puntland Somali'deki JPLG yol inşaatı projelerinin yeni çalışma kültürüne uyum sağlamak için personeli eğitime ihtiyaç vardır.

Anahtar Kelimeler: *Proje Yönetimi, JPLG Yol İnşaatı Projeleri, İnsan Kaynakları, Personel Gelişimi*

1. INTRODUCTION

1.1 Background of the Study

Human resource administration is defined as "the application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements." 2015 (Schwalbe). Project Management examines the procedures involved in organizing and managing projects, from developing a realistic schedule to determining success and failure. Team building, timing, the planning process, predicting project expenses, managing project interfaces, and the four stages of risk management are all covered in Project Management (Hearkens, 2002). According to Schwalbe (2015), a project is considered successful if it meets the objectives according to the acceptance criteria, within the timeframe and budget set. Every project is built on the foundations of time, cost, and quality.

In today's environment, where value is locked in the minds of the work force, excellent human resource practices may promise ongoing project management and therefore success (Ahmad and Shahzad, 2011).

Successful project managers in Somalia regard HRM techniques as a vital factor that has a direct impact on employee dedication. According to Camppesino (2016), Somalia's enterprises must acquire skilled and talented personnel to be successful in today's global environment and improve their contribution to project management. Line managers apply actual HR approaches on a regular basis, which improves employees' impressions of HRM methods. The talents of managers determine whether HRM practices are successfully adopted. The role of human management methods such as staff training, development, and performance evaluation in project management in Somalia, on the other hand, has yet to be examined, necessitating this research.

1.2 Problem Statement

The management of road construction projects is determined by staff performance in achieving project time, cost, and quality goals (Zhou, Zhang, Wang, 2015). Despite the efforts of all participants in the construction industry, many construction projects around the world and especially in Somalia present a high risk of poor employee performance (Choge and Muturi, 2014). There are also reports of poor quality of roads under construction in Galkayo, Puntland, Somalia due to problems related to human resource management as outlined in the Agency's annual report. Puntland Road Management (PHA) in 2021 and assumes that successful management of the project depends on human resource management practices such as staff training, development, and performance reviews. However, the role of human resources in project management in Galkayo, Puntland, Somalia has not been studied, so this study is needed.

1.3 Objectives of the Study

General Objective

The overall aim of the study is to examine the role of human resources towards the project management in Galkayo, Puntland Somalia JPLG road construction projects.

Specific Objectives

The specific objectives of the study are.

- Establish the role of staff training for project management in JPLG road construction projects in Galkayo, Puntland Somalia.
- Exploring the role of staff development in project management in the JPLG road construction projects in Galkayo, Puntland Somalia.
- Investigate the role of employee commitment to project management in the JPLG road construction projects in Galkayo, Puntland Somalia.

1.4 Hypothesis Development

Hypothesis development for JPLG's Road Construction Projects in Galkayo, Puntland, Somalia involves formulating educated guesses or statements that can be

tested through research and data analysis. These hypotheses are typically based on the expected outcomes and impacts of the road construction projects.

a) Hypothesis 1 (Infrastructure Impact):

Null hypothesis (H0): JPLG's road construction project in Galkayo, Puntland State, Somalia, will not significantly impact local infrastructure and traffic.

Alternative hypothesis (H1): JPLG's road construction project in Galkayo, Puntland State, Somalia, will lead to significant improvements to the region's infrastructure and transportation connectivity.

This hypothesis tests whether road construction projects lead to significant improvements in infrastructure and transportation.

b) Hypothesis 2 (Economic Development):

Null hypothesis (H0): JPLG's road construction projects will not contribute to measurable economic development in Galkayo, Puntland, Somalia.

Alternative hypothesis (H1): JPLG's road construction projects will spur economic development in Galkayo, Puntland, and Somalia, leading to increased trade, employment opportunities, and local economic growth. This hypothesis explores whether road construction projects have positive economic effects on the region.

c) Hypothesis 3 (Community Engagement and Governance):

Null hypothesis (H0): JPLG's road construction projects will not significantly improve community participation or local governance structures in Galkayo, Puntland, Somalia.

Alternative hypothesis (H1): JPLG's road construction projects will promote community participation and strengthen local governance structures in Galkayo, Puntland, Somalia, thereby improving project sustainability. This hypothesis examines whether projects have a positive impact on community participation and governance.

d) Hypothesis 4 (Infrastructure Sustainability):

Null hypothesis (H0): JPLG's road construction projects in Galkayo, Puntland, Somalia will not create sustainable infrastructure.

Alternative hypothesis (H1): JPLG's road construction projects in Galkayo, Puntland, Somalia will create sustainable, properly maintained, and long-lasting infrastructure. This hypothesis evaluates whether projects will deliver infrastructure capable of standing the test of time.

e) Hypothesis 5 (Conflict Mitigation):

Null hypothesis (H0): JPLG's road construction projects will not help reduce conflict or improve security in Galkayo, Puntland, Somalia. Alternative hypothesis (H1): JPLG's road construction projects will play a role in reducing conflict and enhancing security by improving access and reducing traffic tensions. This hypothesis explores whether projects can contribute to reducing conflict in the region.

These hypotheses can serve as a basis for research and data collection, allowing for a systematic assessment of the outcomes and impacts of JPLG road construction projects in Galkayo, Puntland, Somalia. Researchers can collect data and perform statistical analyzes to accept or reject these hypotheses, providing valuable information about the effectiveness of the project and its implications for the community. with the community and local government.

1.5 Focus of the Study

This consists of a case study approach, content focus and time frame.

1.5.1 Case study approach

The case study approach is employed to investigate and analyze the Road Construction Project undertaken by the Joint Program on Local Governance (JPLG) in Galkayo, Somalia. This case study aims to provide a comprehensive understanding of the project, its context, implementation, challenges, and outcomes.

1.5.2 Content focus

The study focused on the effect of human resource management practices on Galkayo, Puntland, Somalia JPLG road construction projects. It specifically focused on the role of human resources management practices of training, development, and performance evaluation on project management in Galkayo, Puntland, Somalia JPLG road construction projects.

1.5.3 Time frame

The JPLG Galkayo road construction project must be scheduled for project planning, monitoring, and assessment.

It is crucial to remember that this timetable is only a guideline and should be altered based on project-specific requirements, external circumstances, and stakeholder consultation. Furthermore, good project management and constant monitoring are required to guarantee that the project stays on track and meets its objectives within the timeframe specified.

1.5.4 Conceptual framework

The conceptual framework diagrammatically shows the relationship of the different variables in the study. The independent variable is perceived as human resource management practices and dependent variable is project management.

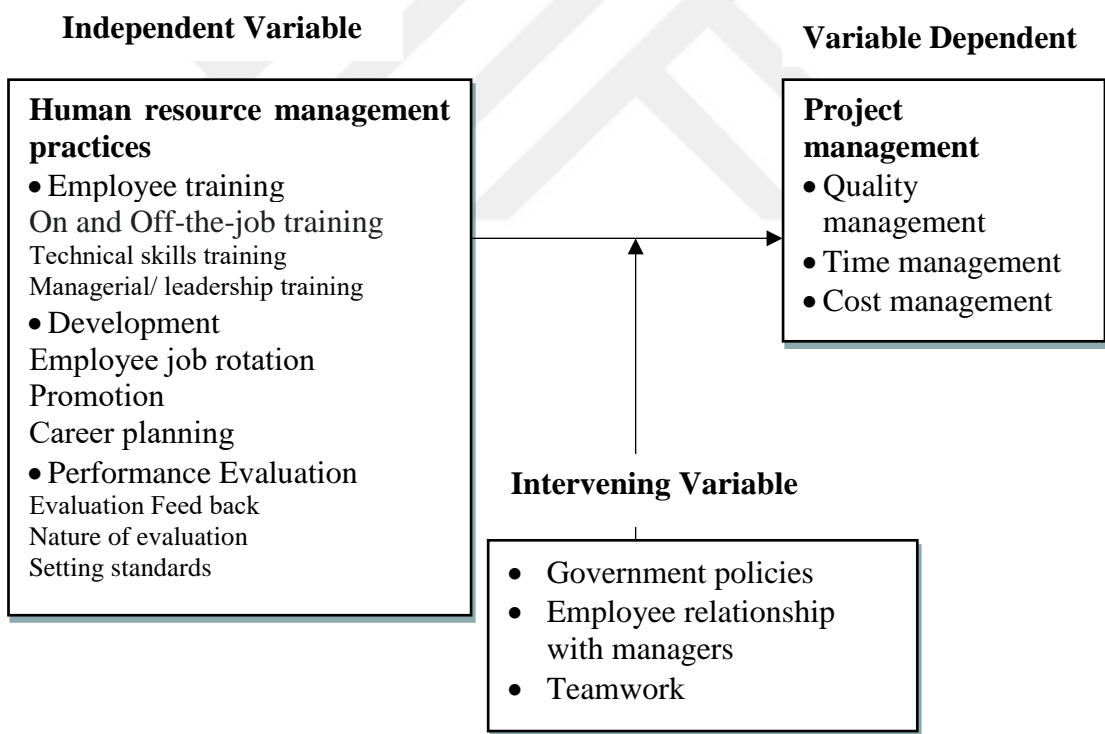


Figure 1.1: Conceptual Framework

Source: Developed by the researcher, (2021).

According to conceptual framework of figure, the independent variable is HRM, including employee training, staff development, and performance evaluation, while the dependent variable is project management, which includes quality management, time management, and cost management. Intervention variables are

government policy, employee-manager relationships, and teamwork. Project management is said to depend on human resource management practices. This illustrates that if the organization trains, develops, and evaluates the performance of its employees, their contribution to project management will improve. But if they are not well trained, compensated and evaluated their performance well then, their contribution to project management will be less, it is also assumed that project management is affected by the intervention variables.

1.6 Importance of the Research

The study's beneficiaries include policymakers, real estate developers, future researchers, and the researcher pursuing a master's degree. Policymakers and developers can use the findings to inform decision-making and improve project performance. Future researchers can use the study as a reference for similar investigations, while the researcher benefits in fulfilling academic requirements and contributing to knowledge enhancement.

Here are the main beneficiaries and how the parties will benefit:

1. HR Professionals in Somalia:

Improved Practices: The research can identify successful HR practices used in the Galkayo project, which can be adopted and adapted by HR professionals across Somalia for similar projects. This could lead to more efficient recruitment, better employee training, and improved employee morale in construction projects.

Benchmarking: The study can provide a benchmark for HR departments in Somalia, allowing them to compare their practices against a successful project and identify areas for improvement.

2. Project Managers in Somalia:

Understanding HR's Role: The research can highlight the importance of effective HR practices for project success. Project managers can gain a better understanding of how HR functions contribute to areas like resource allocation, team building, and conflict resolution.

Collaboration with HR: The study can encourage stronger collaboration between project managers and HR departments in Somalia. By understanding HR's

role, project managers can work with HR to develop strategies that optimize project performance.

3. Government Agencies in Somalia:

Policy Development: The research findings can inform government policies related to project management and HR practices in the construction sector. This could lead to the development of guidelines or training programs that improve the overall effectiveness of infrastructure projects in Somalia.

Capacity Building: The study can identify areas where HR capacity building is needed within government agencies responsible for infrastructure development. This could lead to investments in training and development programs for HR professionals involved in infrastructure projects.

4. International Development Organizations:

Project Design: The research can provide valuable insights for international organizations involved in infrastructure projects in Somalia. By understanding the importance of HR practices, these organizations can design projects that consider the specific needs and challenges of the Somali context.

Donor Decisions: The research can help inform funding decisions by highlighting the role of HR in project success. Donors might be more inclined to support projects that demonstrate a strong focus on effective HR practices.

5. Local Communities in Galkayo:

Employment Opportunities: Effective HR practices can lead to increased employment opportunities for local communities during the construction project. The research can highlight how well-managed HR contributes to local economic development.

Project Sustainability: A successful project with a strong HR foundation is more likely to be sustainable in the long run. This could benefit local communities by providing them with long-term access to improved infrastructure.

1.7 Limitations of the Research

The study focusing on Human Resources (HR) and project management in Somalia, particularly the Galkayo road project, could face several limitations. These

limitations might impact the generalizability and conclusiveness of the findings. Here are some potential limitations to consider:

- **Sample Size and Focus:** A case study of a single project might not capture the full range of HR practices used in road construction projects across Somalia. The findings might be specific to the Galkayo project and not representative of the entire country.
- **Data Availability:** Accessing reliable HR data in Somalia can be challenging. The study might rely on interviews or documentation that may be incomplete or biased.
- **Security Concerns:** Conducting research in Somalia can be difficult due to security concerns. The researchers might not be able to access all relevant stakeholders or locations.
- **Cultural Context:** HR practices might be influenced by Somali culture. The study might not fully capture these nuances, potentially leading to misinterpretations.
- **Language Barriers:** Language barriers could hinder communication with project personnel. This could limit the accuracy of collected data.

Impact on the Study's Findings

These limitations could impact the study's findings in a few ways:

- **Limited Generalizability:** The findings might not be applicable to other road construction projects in Somalia or other developing countries.
- **Potential for Bias:** Incomplete data or reliance on specific sources could lead to biased conclusions about the effectiveness of HR practices.
- **Difficulty in Establishing Causality:** The study might struggle to demonstrate a clear cause-and-effect relationship between HR practices and project success.

1.8 Definition of Operational Terms

- **Human Resource Management (HRM):** is the use of policies and practices in organizational design and development, recruitment, training and

employee development, performance and rewards, and service delivery to Enhance employee welfare and benefits.

- **Employee Training:** is the systematic development of the knowledge, skills and attitudes required of an individual to perform a given task or job.
- **Employee Development:** is a collaborative effort between employee and employer to improve an individual's existing skills and knowledge.
- **Performance Reviews:** Management can use performance appraisals to evaluate employee performance to determine promotions, rewards, and appraisals.
- **Project Management:** is the application of techniques, methods, skills, knowledge, and experience to achieve specific project objectives within agreed limits.

2. LITERATURE REVIEW

2.1 Introduction

Project management is crucial to a nation's development. In Somalia, where rebuilding and infrastructure development are crucial for stability and progress, HR's role in project management is crucial. This literature study examines the role of HR in project success, focusing on the Galkayo Puntland Somalia JPLG Road Construction project.

Somalia, plagued by warfare and instability, is at a critical point in its restoration and development. Project management's efficient allocation and use of human resources is crucial for project success, state-building, and economic regeneration in this demanding context.

This review covers the literature on HR's role in project management, including recruitment, training, motivation, and performance evaluation, as well as Somalia's difficulties and potential. We aim to gain insights into the Galkayo Puntland Somalia JPLG Road Construction project's success and the broader discourse on project management in fragile and conflict-affected states by critically analyzing HR professionals' experiences and practices.

Our literature review will reveal the dominant theories, best practices, and lessons learned from similar situations worldwide, while also evaluating the problems and prospects of Somalia. This exploration seeks to explore how HR may be used as a strategic asset to help the Galkayo Puntland Somalia JPLG Road Construction project succeed and support the nation's development goals. The goal of this literature review is to help policymakers, project managers, and researchers make decisions and promote Somalia's sustainable development.

2.2 Theoretical Review

The goal of theoretical models is to observe, understand, and provide an explanation for concepts. Although there are many more theoretical angles, the

psychological contract hypothesis, the human capital angle, and Herzberg's 1968 two-factor theory will be the main topics of this study.

2.3 Human Capital Theory

Schultz (1961) proposed this idea first, then Gary S. Becker (1964) expanded on it. It emphasizes training to educate workers with useful skills that will strengthen organizational commitment and, as a result, improve production. Becker distinguishes between specific and generic human capital. Education-based knowledge is included in human capital.

Another advantage of HCT is that it provides a valuable lens through which researchers and policymakers may analyze the relationship between education and training as inputs and economic and social advantages as outputs. What measures might be put in place to encourage people to invest in their own education? On an individual level, pursuing education entails both expenses (e.g., foregoing potential money now) and rewards (e.g., higher salaries in the future). HCTs can be used to address issues concerning the optimal degree of individual/societal investment in education, the categories (e.g., quality) of the most productive investments, and when to invest. One shortcoming of HCT is that it implies that education boosts workplace productivity, resulting in better individual earnings, but it provides no information regarding how education and training translate into money. Increased pay. Another constraint of high-level HCT applications (for example, at the national or state level) is that education is treated as a rather uniform input. These applications imply that improved education and quality lead to increased production and pay.

Formal education, according to the human capital concept, is essential to boost people's ability for innovation. According to Mankiw (2012), the most important type of human capital is education, which is seen as an investment. As a result, employees with more human capital frequently earn more than those with less. Investing in employees, according to the Human Capital Theory (HCT), raises their degree of commitment and production potential. Given the significance of training and development, this research will be guided by theory.

2.4 Herzberg 1968's Two Factor Theory

Herzberg identified two groups of aspects to determine employees' attitudes towards work and productivity levels as motivational and hygiene factors (Robbins, 2009). Hygiene-motivation theory was later developed by Herzberg to explain the findings further. He describes hygiene aspects as satisfaction, motivation, and dissatisfaction.

According to Herzberg (1966), "motivational factors arise with factors associated with the job itself, such as achievement, recognition, responsibility, and promotion, while hygiene factors related to employee dissatisfaction and lie outside of work, such as interpersonal relationships, salary, management, and company". (2008) Schroer This approach has the advantage of emphasizing internal employee motivation rather than concentrating on other external influences, which is one of its main advantages. Most businesses assume that paying employees well is sufficient to keep them content, but when one business hires this friend, another learns about employee issues and makes sure that the things that irritate workers are addressed. Satisfaction can be reduced, and the business can improve the working environment. employee-friendly, another benefit of this viewpoint is that money is seen as secondary due to things like job promotions,

Without a doubt, employee relations—not finances—are what motivate employers. Herzberg's approach affects change by determining employee happiness through significant criteria rather than money equal to others.

The most significant shortcoming of this hypothesis is that its dependability is questionable; an employee may deem their work acceptable even if they detest or disapprove of portions of it. Because it is based on employees' natural responses when questioned about the sources of job happiness and dissatisfaction, the two-factor hypothesis is not neutral. They will attribute discontent to external variables such as compensation structure, corporate policies, and coworker relationships. Employees will also take credit for the job happiness component. Ignoring blue-collar employees is a theory. Despite these limitations, Herzberg's two-factor hypothesis has gained widespread acceptance.

This is congruent with the findings of the current study, in which the researcher investigated the relationship between the cleanliness aspect of

compensation and organizational commitment. While remuneration does not always result in discontent, its absence can result in inadequate project management contribution.

2.5 Expectancy Theory

The expectation hypothesis, formulated by Vroom in 1964, posits that employees' job output and commitment are influenced by their expectations of what they will receive from their company. The importance of providing employees with the chance to pursue higher salaries and/or promotions is emphasized, as it is believed that this will serve as a motivating factor for them to exert the necessary effort to achieve their own goals. The converse is equally valid. The level of commitment they exhibit towards the organization is thus influenced by this factor. This method posits that the motivation of employees may be attributed to three key factors: values, tools, and expectations. One of the key advantages of expectation theory lies in its recognition that employee expectations are influenced by rewards and incentives. By establishing appropriate objectives, this can engender a motivational procedure that enhances performance. By comprehending the ideas of expectation theory, managers can use these concepts to enhance team effectiveness in attaining organizational objectives. To enhance their comprehension of the specific requirements for motivating their colleagues, it is imperative for them to identify any deficiencies in abilities that necessitate training and promise prizes. If applied successfully, the theory of expectations encourages employees to participate in work projects voluntarily and joyously since management has planned their participation and they are motivated by luck to perform and obtain meaningful rewards. Some expectations theory flaws would not function without managers. Theory assumes all parts are known. Leaders should grasp what their staff deserve as rewards. Another problem of expectation theory is when employees don't appreciate or believe in management's incentives and rewards. Management must use it to influence team behavior, so if he doesn't provide rewards with enough perceived worth, employees will lose motivation. Organizational commitment can be measured against worker expectations for salary and advancement following training, making this theory important in this study. Many rewards and failure to do so can reduce

project management input. Based on this understanding, the theory will guide this study.

2.6 Conceptual Review

2.6.1 Human resource concept review

A concept review of Human Resources (HR) involves examining the fundamental principles, functions, and significance of HR within organizations. HR is a critical department that focuses on managing an organization's most asset.

The four main aspects of HRM proposed by Guest (1987) include.

- **Commitment:** Employees are expected to identify the interests and goals of the organization, and to be aligned with and committed to achieving those goals.
- **Flexible:** Employees are expected to voluntarily adapt to changes in the organizational structure without conflict or favoritism.
- **Quality:** Achieving a high level of organizational performance depends on the quality of its employees and management.
- **Integration:** "It is about matching human resource strategy with the needs of business strategy (Guest, 1987).

HRM stands for "human resource management," which refers to the function of an organization's human resources that focuses on recruiting, training, compensating, integrating, and keeping employees so that the business can realize its objectives. According to Edward B. Philippo (2015), human resource management is defined as the process of planning, organizing, directing, and controlling the execution of these many operational responsibilities. Ivancevich and Glueck (2015) state that human resource management (HRM) is the most efficient technique to make use of people to accomplish corporate and individual goals. It is a method of managing people in the workplace to ensure that they are performing to the best of their abilities for the firm. According to Dessler (2008), the policies and procedures associated to implementing the "people" or human resources part of a leadership position, including recruiting, selection, training, reward, and assessment Price, are

included in personnel management. Price also covers the management of an organization's overall performance.

2.6.2 Project Management Concept Review

A project is a one-off task bound by time, cost, and quality, and its success depends on how well these constraints are balanced. Very often, project managers try to maximize the quality of the project within a given time frame and budget. Quality is linked to the outcome of team effectiveness. For example, poor performance at the project level has a negative impact on project cost and time (Stojcetovic, 2013). Wanberg et al. (2013) indicated that the quality error rate in first aid is closely related to the number of quality defects in health and safety.

Project costs should be properly estimated and controlled, as poor cost performance has a negative effect on all project components, especially project quality (Abas et al., 2015). According to Stojcetovic (2013), current fashionable approaches, such as reducing project operating costs, lead to reduced quality, which can adversely affect project success. In addition, the quality performance of the project has an impact on the cost performance of the project (Shah, 2016; Zhen, 2008). In addition, the quality performance of the project has an impact on the cost performance of the project (Shah, 2016; Zhen, 2008). For example, one of the benefits of project quality is that it reduces project costs because poor project-level output quality leads to high rework rates (Stojcetovic, 2013). Rework reduces the project's profit margin and negatively impacts the project's cost performance (Howarth, 2018).

The procedures necessary to oversee the prompt completion of a project are included in project time management. The essential components of project time management are planning, controlling, and execution. Planning a project's timeline can be influenced by deadlines, client demands, hard and soft reasoning, and a little bit of anticipation. Every project's success often depends on effective time management. Lack of schedule management is the most frequent reason for project budget overruns (Stojcetovic, 2013).

2.6.3 Employee training and project management

Employee development aids in maximizing the utilization of human resources to accomplish organizational and personal objectives. This is crucial for ensuring that resources assigned to tasks or projects within the business are used appropriately (Dimba, 2018). As a result, it's critical that the business invest in employee training to maximize commitment and output.

According to Durbin (2018), when properly utilized, well-trained and developed people can be advantageous to both the firm and its personnel. Therefore, a firm must build training and creation procedures and programs to flourish and survive in today's competitive and fast changing market, especially in the technology industry. create workers who are competitive, inventive, committed, and creative. According to Gerhart and Rynes (2013), businesses must adapt to new structures, new cultures, and new efficient ways to manage employee performance and motivation to survive in the fiercely competitive and continuously changing business world. The purpose of employee training and development is to give employees the chance and overall framework they need to enhance their technical abilities and their behavior as human resources inside a firm. Additionally, it fosters personal development among staff members, which makes them more dedicated.

Employee training is also necessary as economic and demographic trends have led to significant changes in the structure of the workforce (Ghalayini, 2017). Automation, labor displacement due to mergers and acquisitions, downsizing, and business model transformation, such as manufacturing jobs to service jobs (or vice versa); The increasing complexity of the technology system places training and retraining requirements on the existing workforce and the need to train the new workforce are both factors that influence the number, types, and requirements of existing jobs. This means employees must be trained to deal with change and stay focused on their work. Staff training and development helps employees at all levels improve their professional knowledge and skills (Guest, 2012). It helps employees broaden their intellectual horizons and develop their overall personality. In addition, employee training and development improves employee productivity, helping the company achieve its long-term goals. According to Ghebregiorgis and Karsten (2017), the possibility of effective employer training occurs when companies invest more in recruitment, which leads to a workforce with better long-term potential and

thus, have higher aspirations. According to Hodgetts and Hegar (2018), employee training helps to develop positive perceptions and feelings towards the company. Employees internalize these feelings from their bosses, subordinates, and co-workers. In addition, employee training and development helps instill a sense of teamwork, teamwork, and cooperation between teams. It helps instill a desire to learn among employees. It is therefore essential for Hormuud Telecom to train its employees to develop a sense of positivity and commitment to the company.

According to Hundley (2018), employee training and development helps create a healthy working environment. He contributes to the development of positive relationships with employees, ensuring that individual aspirations align with company goals. Therefore, human resource training, education and development activities aim to equip workers with the necessary competencies to perform their jobs effectively and thus, to ensure a healthy working environment. Therefore, it is fair and important to argue that without the right kind of skill, no monetary or in-kind incentive can motivate an employee to do respectable work or is entirely possible. acceptable (Jackson and Schuler, 2018).

According to Kagwiria (2015), employees can receive two forms of training to enhance their performance. First, a company can organize general training to provide employees with new skills and knowledge that they can use for any future job. Second, a company can provide skills training courses related to its own technologies and procedures. These talents may not transfer to future positions, but they are essential to business success. Focusing on company-specific training is important because a company's competitive advantage comes from what its employees know and can do nowhere else.

According to Kibet (2014), effective training programs, mandatory and optional, are essential to the overall performance of a company. Some employees are motivated and engaged primarily by their work goals and they need the flexibility to request training as needed. Only other support personnel receive the necessary training. Employers should create training options that will encourage all types of workers and provide them with feedback during training. Employers who provide more rigorous training, including regular and more challenging training, are more likely to witness business growth and innovation (Kiptis, 2014).

According to Kirkpatrick (2011), employers benefit from a systematic approach to training design. Whether companies employ internal or external trainers, they should systematically investigate training needs using a problem-solving strategy. The training requirements for each person or group of employees should be identified. The trainer should then consult with the managers to determine which type of training would be more effective. Trainers will create training activities and test them on a small group of employees before presenting them to a larger group. Once an employee completes the required training, the trainer can use their assessment and the employee self-assessment to determine if further training is needed.

According to Kramer and Briffault (2011), a sense of organizational commitment, professional competence, and even the knowledge that an employee can work hard and get promoted, all contribute to job satisfaction and dedication. All these issues can be addressed with the use of training programs, which will lead to happier and more productive workers. Innovation is facilitated through educating individuals about the company, how each person fits into the team, and how the company fits into its industry. Employees that have the training's knowledge base at their disposal are more innovative in how they approach both immediate and long-term problems.

When training programs are provided to advance one's career, they have an impact on employee performance (Kramer and Briffault, 2011). Employees who believe they have a bright future with the company are more likely to excel. Effective training aims to bridge the gap between what is expected and what is done. This orientation towards human performance allows employees to be aware of their goals and how they will achieve them, especially if it is delivered through training.

Nkosi (2015) in her case study in a local municipality in South Africa on the impact of training on employee engagement, retention, and performance: He found that employee training increased their engagement, retention, and performance. However, in his research, he used a structured questionnaire and focused on the impact of training on employee engagement, retention, and performance, which was not mentioned. access. mentioned in this study. In his study, multiple regression analysis was used, while the present study used linear regression and was conducted in Somalia, using questionnaires and interview instructions. using simple census and

random sampling techniques. thus, filling the gaps in context, variation, and methodology.

2.6.4 Employee development and project management

One of the most important functions of human resource management is employee development. It is used to develop the talent of an employee and an organization. Employee development is concerned with each employee and the overall development of the employee. As the employees of the organization develop the organization, it will become more complete, and the performance of the employees will increase (Elena, 2000). So, there is a relationship between employee development and employee performance. As workers are developed, they will be more satisfied and committed, and work efficiency will increase. As employee performance increases, it leads to organizational effectiveness (Elanaathes, 2006).

To withstand the severe competition, it is crucial for staff to stay current on industry advancements. I assure you that if you are not aware of what is happening around you, you will lose the game before you even realize it. Learning new information is necessary if you want to keep up with the times. Employee training, upskilling, and updating of current knowledge and skills all benefit greatly from employee development. Employee development, to put it simply, aids in the growth and education of staff members so they become valuable resources for the business. Through employee development programs, workers also grow in their sense of loyalty to the company (Agarwal, 2009).

2.6.5 Performance evaluation and project management

Human resource management (HR) activities such as performance reviews are important in achieving organizational goals. This is important in determining whether employees need training and development to enhance employee engagement and performance in project management tasks related tasks (Saks, 2010). Therefore, Hormuud Telecom managers should be interested in conducting performance reviews as an ongoing process, to be able to identify employees' training needs and design training programs accordingly.

In his view, Sean (2020), has proven that performance appraisal enables employees to achieve higher levels of performance. Indeed, it helps managers

identify growth opportunities and areas of potential for improvement and maintain good relationships with employees, which ultimately leads to quality management, time, and cost of projects. She commented that performance evaluation should be an ongoing human resource management task in which managers should evaluate the overall performance of employees to find strengths and weaknesses and provide feedback to help them set new performance goals for employees. This implies that senior managers must set up systems that regularly evaluate and provide quick feedback as well as evaluate the overall performance of employees.

According to Christopher (2017), employees are more likely to fully understand workplace expectations, adjust, and improve performance when managers share full information with them about efficiency and effectiveness. their job. Indeed, supervisors who actively seek feedback from their subordinates are more likely to identify performance issues and resolve them quickly. As a result, periodic feedback meetings give managers and employees the opportunity to discuss together and suggest new strategies to improve performance. The implication for managers is that continuous two-way feedback is essential to increase productivity and successful working relationships with managers. Therefore, they should consider continuous evaluation feedback as a performance management strategy that can help them achieve their intended performance goals.

According to Stephen (2013), performance evaluation is essential to project management and the performance of many organizations. In his research on employee evaluation systems and performance in selected high school projects in Uganda, he found that there is a strong relationship between employee training and project management. However, his research was limited to comparing the existing assessment system in a select number of high schools with the Ministry of Public Affairs and staff perceptions of the existing assessment system. The study was conducted in Uganda's Wakiso district and used independent t-tests for data analysis, while the current study focuses on employee evaluation and engagement at Hormuud Telecom, filling the gap as well. content and context.

To effectively increase employee motivation, engagement, and productivity, the organization's organizational culture and business plan should be matched with the performance review and feedback process. A performance-based remuneration plan may be more successful in luring outside talent for young businesses. By

connecting their personal interests with the company's objectives, performance-based compensation motivates workers to meet the strategic objectives of the HR department (Kim and Sung-Choon, 2013).

To effectively increase employee motivation, engagement, and productivity, the organization's organizational culture and business plan should be matched with the performance review and feedback process. A performance-based remuneration plan may be more successful in luring outside talent for young businesses. By connecting their personal interests with the company's objectives, performance-based compensation motivates workers to meet the strategic objectives of the HR department (Kim and Sung-Choon, 2013).

Performance reviews are an essential management tool used to influence employee performance. In research conducted on teacher performance evaluation at Mumias Government Primary School in Kenya, Lolly, G., and Ursula (2019) found that performance assessment plays an important role in influencing on teacher engagement and performance. He also observed that performance reviews are used to track employee development. This implies that HR evaluation should be seen as an essential human resource management activity that enhances employee engagement and performance.

According to Muli (2011), an effective and well-planned performance appraisal will directly affect the attitude, behavior, and commitment of employees. This implies that if performance appraisal is to be effective it must be well planned and define the standards, metrics and results that should be used to help employees improve their job performance. However, his study was based on only two objectives, which were descriptive, stratified random sampling techniques used, and questionnaires and observations used to collect data.

In the opinion of Rebecca (2011), individual assessment is necessary to create opportunities to encourage gifted students and improve the learning outcomes of disadvantaged students. She emphasizes that performance reviews help recognize good performance and provide feedback on areas for improvement. She believes that a good evaluation should be based on established expectations and that employee evaluation criteria should be specified from the outset. Therefore, performance appraisal is a good human resource management practice related to improving employee performance and engagement.

According to George (2017), it is more important to continuously evaluate and provide immediate feedback to employees than to wait for the traditional annual performance reviews. He points out that many organizations turn to immediate and timely feedback, which has proven to be more effective. In the context of this study, it is more beneficial for managers to regularly evaluate employees than to wait for the traditional annual employee reviews to increase motivation, commitment, and performance.

Eloise and Sofie (2016) in their study conducted in Sweden found that prompt feedback greatly contributes to employee engagement and performance improvement as it helps them to make good use of the resources. positive reviews. They believe that through face-to-face interaction, managers can explain to employees' areas that need improvement. As part of this research, it is therefore essential for managers to provide periodic, direct, and explicit feedback based on performance goals or metrics to increase employee engagement. pellets. However, their study was conducted at a Swedish insurance company, using business managers and some employees as respondents, thus leaving gaps in context and people. Answers will be filled using company managers and road construction workers.

According to Zaman et al (2011), there is a significant and positive relationship between extrinsic reward and employee motivation and thus performance, but the problem is that employers do not provide Fair and complete financial rewards employees. Employee motivation and engagement will improve, as well as work performance, if they believe their efforts are appreciated and the organization has a good reward structure based on job evaluation.

According to Angelo and Robert (2016), a performance review is a low-key, formal, organized event that takes place once or twice a year and has clearly stated performance aspects and/or criteria explicitly used in the evaluation process. According to Jackson and Schuler (2012), it is a formal employee monitoring process, which usually includes performance evaluation based on the evaluations and opinions of subordinates, colleagues, supervisors, other managers and even the employees themselves. Employees are more engaged in their job duties when performance indicators are clarified.

To become committed and increase the completion of the organization's overall objective, individual and group actions need to be engaged, aligned, and

framed (Grubb, 2017). Who will earn a raise, bonus, or promotion inside the company might be decided using the findings of various organizations' assessments. The outcomes of assessments can also be used to pinpoint underperforming workers who may require coaching, a promotion, firing, or a pay cut. Performance review is a contentious management issue, which is surprising.

Muweesi (2018) conducted a study in Kampala. He found that teachers were evaluated by a variety of methods, that they had a negative attitude towards performance evaluation. Therefore, he suggested effectively disseminating the evaluation results and their participation in them to change their attitudes and increase their contribution to project management. Therefore, managers should take a more collaborative approach in the evaluation process to improve employee performance.

In the research conducted by Nar (2017), he found that there is a significant positive relationship between employee performance evaluation and project management. He believes that feedback is used to identify performance gaps, provide guidance, and improve employee behavior and skills. He recommends regular reviews and quick feedback. This implies that business leaders must continuously document their employees' performance and use the results of the evaluation to help them improve.

However, Nar's study tested five hypotheses, focusing on the correlation between natural assessment, supplier reputation assessment, organizational environment, assessment, and national culture; however, these variables are beyond the scope of this study, which focuses on human resource management and project management activities. In addition, this study will be using linear regression and correlation, thus filling the variable gap.

3. METHODOLOGY

3.1 Research Design

The research design employed in the study is a correlation research approach, utilizing both qualitative and quantitative methodologies. This design was chosen because it effectively illustrates the correlation between human resources and project management in the context of road construction projects in Galkayo, Puntland, Somalia. The study aims to investigate the impact of human resources on project management within the specific context of the Joint Program on Local Governance (JPLG) road construction projects in Galkayo, Puntland, Somalia. The quantitative methodology was chosen to gather data pertaining to project management in these road construction projects due to its ability to effectively illustrate the correlation between human resources and project management. Additionally, the study population, comprised of project staff members and human resource managers, was selected to understand the impact of organizational policies and human resource management practices, making the correlation research approach an appropriate choice for this study.

3.2 Study Area

The research will be conducted within the context of JPLG's Road Construction project located in Galkayo. Galkayo is a prominent urban center within the Mudug region of Somalia. Galkayo serves as both the capital and the major city of the region. The JPLG initiatives are focused on the construction of multiple road infrastructure in the region of Galkayo. The selection of the study region is motivated by the recurring complaints of substandard road construction in Puntland, Somalia. These reports highlight concerns related to the management of human resources, as seen in the Puntland Road Authority Annual report for the year 2021.

3.3 Study Population

The population of interest for this study is comprised of 91 individuals, including project staff members and managers of human resources. The managers were picked to take part in the study because they are the ones responsible for putting the organization's policies into action. The other employees were chosen to take part in the study because they are the ones who are directly impacted by both the company's policies and its human resource management practices.

3.4 Sample Size

A total sample size of 91 respondents will be used, categorised as indicated in table 3.1. The sample size was determined using Krejcie and Morgan (1970) table of sample size determination.

Table 3.1: Population, Sample Size and Sampling Techniques

Category	Target Population	Sample Size	Selection Technique
Project managers	10	10	Census inquiry
Staff	94	81	Simple Random Sampling
Total	104	91	

Source: Primary Data (2022).

3.5 Sampling Techniques

The study utilized census and simple random sampling techniques. Census inquiry was employed to systematically collect demographic, sociological, economic, and other data about the population in a specified area, ensuring precise data collection on every person and institution within the given population and geographic parameters. Simple random sampling was used to select other members of the staff, removing bias in the sample selection process, and ensuring equal opportunity for all staff members to participate in the study. The total sample size of 86 respondents was determined using the Krejcie and Morgan table of sample size determination, with specific sample sizes for project managers and staff members based on the selection technique employed.

3.6 Census Inquiry

Census inquiry is the systematic collection of demographics, sociological, economic, and other data about a population in a specified area. A census enquiry collects precise data on every person and institution within the given population and geographic parameters, leaving no one out. Data from census questions is used for many important objectives by government agencies:

- **Population Count:** Censuses are essential for political representation, resource allocation, and public service planning.
- **Demographics:** Census data includes age, gender, race, ethnicity, marital status, and household composition. Social and economic analysis, policymaking, and program planning employ these details.
- **Socioeconomic Characteristics:** Census questions cover income, education, employment, occupation, and housing. This data helps assess population economic well-being and informs poverty, education, and housing policy.
- **Geographic Information:** Census statistics include household and business addresses. This data helps with urban planning, infrastructure, and disaster preparedness.
- **Redistricting:** Population changes are used to redesign legislative districts using census data to ensure equal representation.
- **Historical Chronicle:** Census statistics chronicle a population's past. This historical data can help explain demographic changes.

3.7 Simple Random Sampling Technique

This will be used to pick the other members of the staff, to remove any risk of bias in the process of selecting the sample, and to ensure that every member of the staff has an equal opportunity to take part in the study. All the employees working on the project management of the JPLG road building projects in Galkayo, Puntland, Somalia were given an equal opportunity to take part in the study thanks to the technique that was utilized.

3.8 Data Collection Tools

Structured questionnaires will be used to collect data.

3.9 Questionnaire

Data collection from the personnel and managers will be accomplished with the help of this. This is the primary instrument used for data collecting. The use of a questionnaire enables the researcher to obtain a big quantity of data from a relatively large sample of respondents in a relatively short length of time. Additionally, the questionnaire eliminates the researcher's potential for bias while also being an efficient tool for collecting quantitative data. Amin (2005). The responses to the questionnaire will be analyzed using the five-point Likert scale, which includes the categories of strongly agree, agree uncertain, disagree, and disagree strongly.

3.10 Data Quality Control

Data quality control will be ensured through the validity and reliability of the research instruments.

3.11 Validity of Research Tools

Data quality control will be ensured through the validity and reliability of the research instruments. The validity of the research tools will be ensured by utilizing expert opinion and calculating the Content Validity Index (CVI) using the formula $CVI = (S-CVI/AVE)$. If the CVI is above 0.7, as suggested by Pallant (2007), the tool will be considered valid for data collection. Additionally, the reliability of the instrument will be ensured through pilot research on 15 different respondents and using Cronbach's Alpha from SPSS to carry out the reliability test. If Cronbach's Alpha score is higher than the recommended level of 0.7, as per Pallant (2007), the instrument will be regarded as dependable. These measures are taken to ensure that the research tools used in the study are both valid and reliable for collecting and analyzing data.

3.12 Reliability of Research Tools

According to Muganda and Mugenda (2012), reliability is defined as the degree to which a research instrument consistently produces the same outcomes or data after being put through multiple tests. The dependability of the instrument will be ensured using pilot research that will be carried out on 15 different respondents. Cronbach's Alpha from SPSS will be utilized to carry out the reliability test. If Cronbach's Alpha score is higher than the level of 0.7 that is recommended by (Pallant, 2007), the instrument will be regarded as dependable.

3.13 Data Analysis

The specific statistical methods for data analysis in the study include the use of SPSS program to generate frequency distribution tables with frequencies and percentages. Descriptive data will be utilized to derive specific findings, and Pearson Product Moment Correlation, linear regression, and correlation analysis will be employed for inferential statistics to determine the effect of independent variables on the dependent variable.

3.14 Ethical Considerations

Ethical considerations in the study will be addressed by obtaining clearance from the faculty of management studies, seeking consent from the respondents, ensuring confidentiality of the obtained information, respecting the unanimity of the respondents, and adhering to the university's research guidelines. Additionally, the study will manage the COVID-19 pandemic by using Standard Operating Procedures (SOPs) to ensure the safety and well-being of the participants and researchers. These measures are in place to ensure the ethical conduct of the study and the protection of the rights and privacy of the participants.

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter contains the findings, interpretations, analysis, and discussion of data which was collected from the respondents in connection with the objectives of the study and the demographic features of the respondents. The data was collected from a variety of sources.

4.2 The Distribution and Return of Questionnaires from the Respondents

Response Rate

Table 4.1 shows that analysts issued 104 surveys which were given out to the respondents, 91 were filled in and returned. This happened since a few of the respondents were active with their obligations and so were incapable of filling out the surveys and the other respondents perhaps did not get the questions which made other surveys not recorded. Given that the reaction rate of 85 percent is in line with Brick and Williams (2013) who attested that cautioning scholarly analysts against non-response predisposition that emerges in cross-sectional studies. Recently more profound investigation of the ponder factors, it was critical to qualify and portray the statistic composition of the chosen test of the ponder for unwavering quality discernments.

Table 4.1: Response Rate

Respondents	Distributed	Received	Percentage %
Project managers	10	9	9
Staff	94	82	91
Total	104	91	100

Source: Primary Data, (2022).

4.2.1 Gender of the respondents

Respondents were asked about their gender since it was important in this study because the researcher needed to know how diverse gender views were participating in the investigation. The results are shown in table 4.1 below.

Gender Distribution for the Respondents

Table 4.2 shows that 34% of the participants were female, while 66% were male. Gender balance is important because it minimizes the risk of obtaining false information. By including both men and women in research, the results will become more reliable and trustworthy. This statement is consistent with the findings of Malhotra (2009) who observed that men have better management expertise than women. This gap in knowledge may therefore explain the higher rate of research participation among men compared to women.

Table 4.2: Gender Distribution for the Respondents.

Gender	Frequency	Percent
female	31	34
Male	60	66
Total	91	100.0

Source: Primary Data, (2022).

4.3 Bio Data of the Respondents

The purpose of this section is to briefly describe the demographic characteristics of the respondents who participated in this study and were included in the sample. Such a description is very important for a deeper understanding of the respondents who participated in the study and provides a good basis for discussing the results in detail based on the purpose of the study. Background information investigated included respondents' gender, age group, highest educational level, years of employment, and marital status. The data obtained from the completed questionnaires is presented and discussed below.

4.3.1 Age distribution for the respondents

Regarding their age ranges, respondents were questioned. Age is a significant element since it tells the researcher how well-informed the respondents are about the topics being studied. Table 4.2 below shows the age distribution of the respondents.

Age Distribution for the Respondents

Table 4.3 shows that 30% of the participants were between 18 and 30 years old and 35% were between 31 and 40 years old. Additionally, 21% of respondents were between 41 and 50 years old, and 14% were between 51 and 60 years old and above. Most of them are between 31 and 40 years old. The age range of 41 to 50 years indicates that the study participants are individuals who have reached a level of maturity and can contribute relevant information to the study. Age is an important factor as it relates to cognitive ability and logical thinking. This shows that this study has a balanced representation of people of all ages. Nevertheless, a significant proportion of participants belonged to an older age group, indicating a clear understanding of management concepts important to this study.

Table 4.3: Age Distribution for the Respondents

Valid	Frequency	Percent
18-30 years	27	30.0
31-40 years	32	35.0
41-50 years	19	21.0
51- and above	13	14.0
Total	91	100.0

Source: Primary Data, (2022).

4.3.2 Qualification

An individual's level of education can be used as a barometer for their ability to grasp the concepts at stake in the research instruments they'll be using. Table 4.3 provides a concise summary of the research results for this factor.

Academic Qualifications for the Respondents

According to Table 4.4, 11% of respondents have only completed primary school, 17% have completed secondary school, 21% are currently attending university, 32% have a university degree and 19% have no degree in this number.

This suggests that the majority of study participants achieved at least an acceptable level of knowledge. As a result, they understand all survey requirements and provide responses that can be used in research. This is consistent with the assertion of Hala and Clikeman in Al-Matari et al. (2014), they assert that in today's fast-paced business world, HR staff need to have a comprehensive understanding of the company's operations, systems, developments, and any other requirements. Others may be needed. They must be able to understand what works and what doesn't, as well as the advantages and disadvantages of different rules, standards, and operating procedures.

Table 4.4: Academic Qualifications for the Respondents

Valid	Frequency	Percent
Primary	10	11
Secondary	16	17
University student	19	21
Graduate	29	32
Never	17	19
Total	91	100.0

Source: Primary Data, (2022).

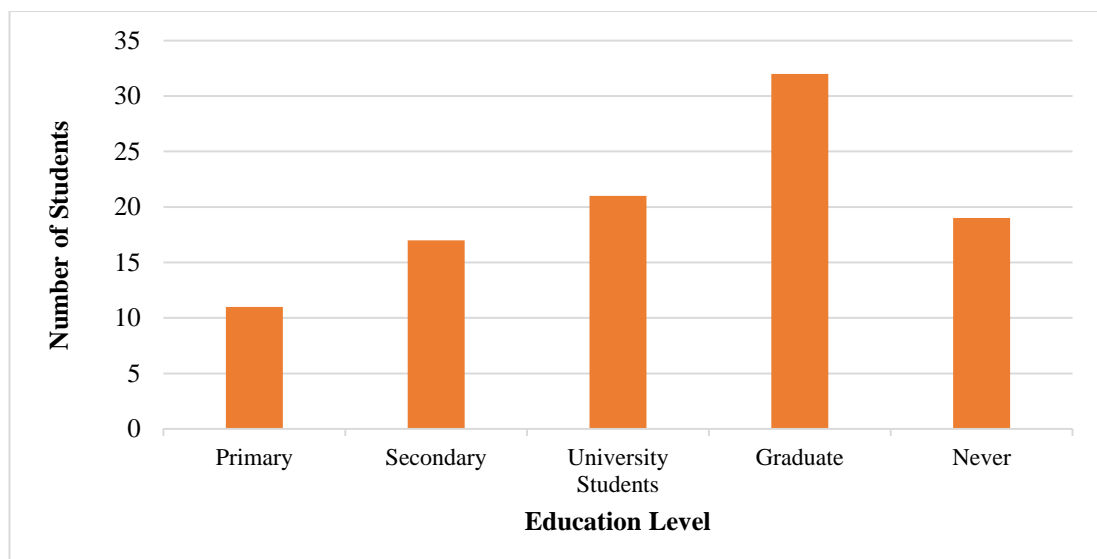


Figure 4.1: Academic Qualifications for the Respondents

Source: Data Collected, (2022).

4.4 Establish the Role of Employee Training Towards Project

Management

The study's first goal was to determine the role of employee training in project management. To collect data, respondents were given questionnaires. The results are shown below.

4.4.1 Behavioral skills training for employees

This item aims to determine whether staff training focuses on behavioral skills and the extent to which they improve project management in JPLG road building projects in Galkayo, Puntland Somalia. The results are shown in table 4.4 below.

Behavioral Skills Training for Employees

According to table 4.5 below, 83.3% of respondents agreed with this statement, while 8.4% disagreed and 8.3% were undecided. As seen in the table below, most respondents agree that soft skills such as teamwork and communication should be stressed during employee training. personnel are encouraged to thrive at work in training activities for the benefit of the organization, as many respondents thought that training in the organization will improve management by attracting, motivating, and retaining personnel. According to Amadi (2014), management should prioritize training as an investment to increase organizational performance in areas such as time management, punctuality, morale, and customer service. As a result, this statement corresponds to their conclusion.

Table 4.5: Behavioral Skills Training for Employees

Valid	Frequency	Percent
Strongly Disagree	9	10
Disagree	7	8
Undecided	14	15
Agree	29	32
Strongly Agree	32	35
Total	91	100

Source: Primary Data, (2022).

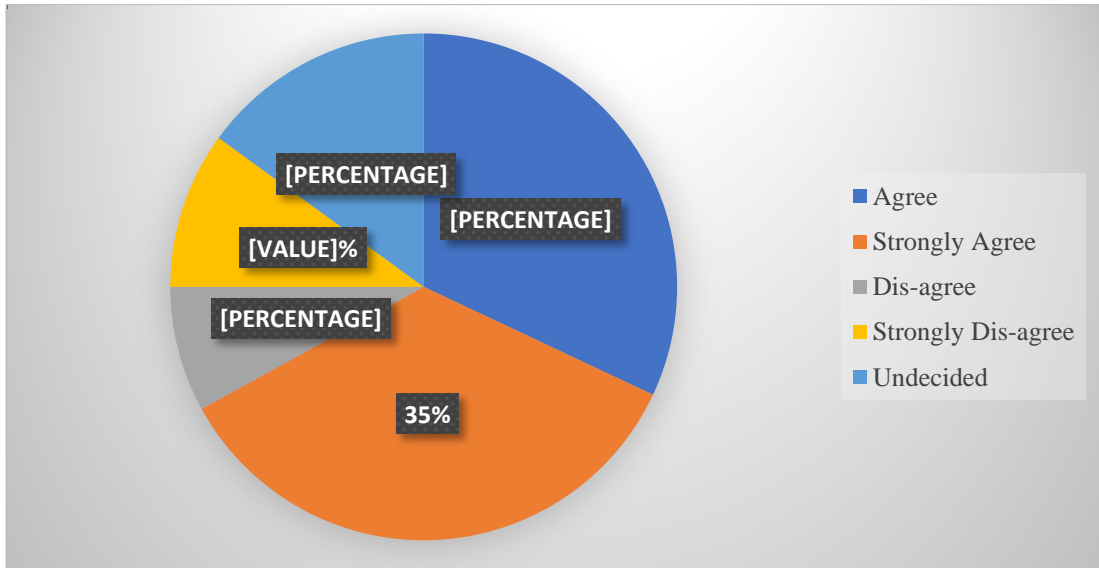


Figure 4.2: Behavioral Skills Training for Employees

Source: Data Collected, (2022).

4.4.2 Technical skills training for employee compliance

The researcher also wanted to know if training workers gives them the technical skills they need and if it has made project management better in JPLG road building projects in Galkayo, Puntland, Somalia. The results are shown in the table below.

Technical Skills Training for Employee Compliance

Table 4.6 shows that 21% of respondents expressed disagreement, 9% were uncertain, while the majority, 70%, agreed. With the consensus of many respondents, it can be inferred that training plays an important role in providing employees with job-specific skills and enhancing their capacity to achieve good performance. than. The training equips individuals with the skills and knowledge to take on future leadership roles, meet current and future work-related challenges and address any gaps at work. Training provides people with the information, skills, and behaviors needed to effectively perform a specific task or position.

Table 4.6: Technical Skills Training for Employee Compliance

Valid	Frequency	Percent
Strongly Disagree	9	10
Disagree	10	11
Undecided	8	9
Agree	38	42
Strongly Agree	26	28
Total	91	100.0

Source: Primary Data, (2022).

4.4.3 Employee development: a fiscal year priority

Employee training facilitates effective evaluation of acquired skills against the needs of the position. This analysis aims to determine whether project management of JPLG's road construction projects in Galkayo, Puntland, Somalia increased efficiency. The results are provided in the table below.

Employee Development: A Fiscal Year Priority

Table 4.7 shows that no respondents strongly disagreed or disagreed. 20% are undecided, while 80% strongly agree. Considering the consensus, it can be inferred that the organization prioritizes the implementation of the training program by assessing the training needs of the employees by evaluating their acquired skills against the job requirements. The company has developed a training program that values employee expertise and credentials. It allows employees to understand the many activities within the organization, as well as the differences that exist in other countries where the organization works. Training helps employees more easily absorb specialized information or skills, thereby improving their performance in their current position.

Table 4.7: Employee Development: A Fiscal Year Priority

Valid	Frequency	Percent
Undecided	18	20
Agree	33	36
Strongly Agree	40	44
Total	91	100.0

Source: Primary Data, (2022).

4.4.4 Training for employee growth

This item sought to ascertain if training considers the needs of employees in JPLG road construction projects in Galkayo, Puntland Somalia. The findings on this item are presented in table 4.8 below.

Training for Employee Growth

The data presented in table 4.8 indicates that 18% of the respondent's expressed disagreement, while 22% were indecisive. However, the majority, specifically 60%, agreed with the statement. The consensus among the majority suggests that training within the firm serves as a motivating factor for employees, since it is a deliberate endeavor targeted at strengthening the skills, knowledge, and competences required to improve employee performance. Training is widely recognized as crucial for achieving optimal social and economic outcomes at both the individual and societal levels. This also fosters the cultivation of the needed knowledge, skills, and abilities of the employees within the organization. To excel in their roles, employees require effective training programs, which can also impact their motivation and dedication.

Table 4.8: Training for Employee Growth

Valid	Frequency	Percent
Strongly Disagree	9	10
Disagree	7	8
Undecided	20	22
Agree	25	27
Strongly Agree	30	33
Total	91	100.0

Source: Primary Data, (2022).

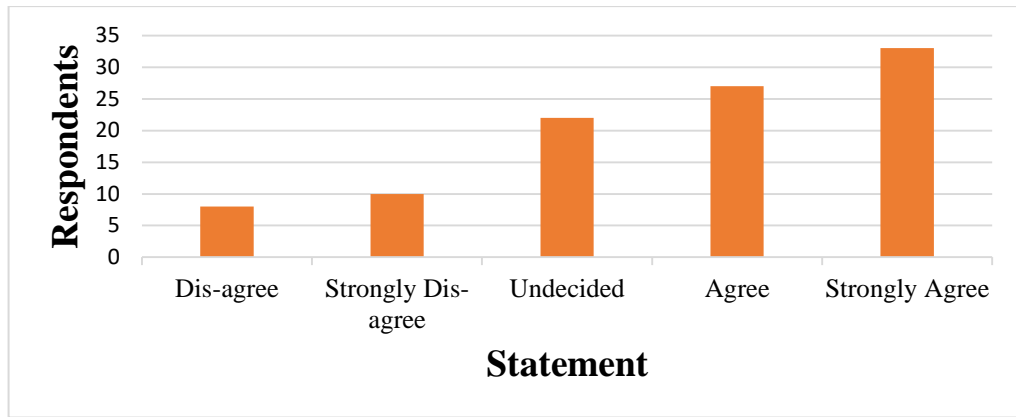


Figure 4.3: Training Considers the Needs of Employees

Source: Data Collected, (2022).

4.4.5 Training for performance improvement

The item sought to find out whether the employee training covers the gap between expected and current skills. The findings are presented in table 4.9 below.

Training for Performance Improvement

Table 4.9 shows that 25% of the respondents disagreed, 15% were undecided, and 60% agreed that employee training bridges the gap between expected and current skills. The majority agreement suggests that employee training is essential in an organization, as new employees are regularly hired to fill vacant or newly created positions, and they need to be trained to work effectively within the specific organizational context. Similarly, Tahir (2014) found that employee training is advantageous in closing the disparity between employees' existing knowledge and the information necessary for effectively accomplishing work tasks. A significant number of employees inside firms embrace the concept of training and development, since it effectively provides them with the essential abilities required to carry out their responsibilities.

Table 4.9: Training for Performance Improvement

Valid	Frequency	Percent
Strongly Disagree	13	15
Disagree	9	10
Undecided	14	15
Agree	25	27
Strongly Agree	30	33
Total	91	100.0

Source: Primary Data, (2022).

Linear Regression

Linear regression is a useful method for project management in JPLG's road development projects in Galkayo, Puntland Somalia. By considering and predicting multiple factors, such as cost, time, resource allocation, and potential hazards, project managers can make informed choices and improve success. Common to these initiatives.

The effectiveness of a linear regression model depends on the presence and quality of data. Accurate and consistent data is essential for building reliable regression models.

Linear regression analysis was performed to examine the correlation between employee training and project management in JPLG road construction projects in Galkayo, Puntland, Somalia. The results are presented in Table 4.10 below.

Model Summary

The adjusted R Square value was 0.782, indicating that employee training contributed approximately 78% to project management performance in JPLG's road construction projects in Galkayo, Puntland in Somalia. This is the case even if other parameters remain constant. It can be inferred from the fact that the correlation coefficient of the variables represented by R is 0.889 which shows that there is a very strong association between the variables. The data also shows the contribution of employee training and project management in JPLG's road construction projects in Galkayo, located in the Puntland region of Somalia. According to Tahir (2014), who stated that employee training is effective in bridging the gap between what employees already know and the information needed to perform a work activity, this result is consistent with his findings. Many of the company's employees are excited about the prospect of training and development because it will equip them with the skills, they need to carry out their responsibilities.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.889^a	0.790	0.782	2.474

a. Predictors: (Constant), Employee Training.

4.5 Employee Development: The Key to Successful Project Management

The second objective of the study was to investigate the function of HR development in relation to project management. To collect data, questionnaires were distributed to respondents and interviews were also conducted with key informants. The results are summarized in the following table.

4.5.1 Employee development: the path to continuous skill enhancement

The purpose of this item was to determine whether employee development aids in the honing of an employee's skills as well as the performance of project management in JPLG road construction projects located in Galkayo, which is in Puntland Somalia. The results are summarized in the following table.

Employee Development: The Path to Continuous Skill Enhancement

Table 4.11 shows that just 13% of respondents disagreed with the statement, while another 17% were unsure of their position, and 70% agreed with the statement. The fact that 70% of respondents believe that employee development assists in honing an employee's talents indicates that most respondents agree with this statement. In addition, improve the workers' knowledge, abilities, and attitude in ways that are appropriate for future jobs since this will contribute to the exceptional performance of the firm. The competencies of the employees are built through training, which enables them to carry out the job-related activities in an effective manner and meet the firm's objectives in a manner that is competitive.

Table 4.11: Employee Development: The Path to Continuous Skill Enhancement

Valid	Frequency	Percent
Disagree	12	13
Undecided	15	17
Agree	27	30
Strongly Agree	37	40
Total	91	100

Source: Primary Data, (2022).

4.5.2 Employee development helps in nurturing employees to become reliable resources in the organization

This article explores the ways in which employee development helped encourage employees to become trusted resources in the management of JPLG's road building projects in Galkayo, Puntland, which are in Somalia. The findings are summarized in the table which can be found below.

Employee Development Helps in Nurturing Employees to Become Reliable Resources in the Organization

Based on the data shown in table 4.12, it can be observed that 64% of respondents agree and believe that workforce growth helps companies retain reliable resources while 25%, disagreed and said they were skeptical or disagreed with some aspects of the relationship. A smaller group, 11% of respondents, said that they were not sure.

Many survey participants believe that employee development is very important. This data suggests that companies should continue to invest in employee development programs to ensure they have qualified and trustworthy workers. Additionally, companies may want to address the concerns or doubts of those who indicate they disagree or are unsure about demonstrating that they are more committed to employee development to retain Reliable resources.

Table 4.12: Employee Development Helps in Nurturing Employees to Become Reliable Resources in the Organization

Valid	Frequency	Percent
Strongly Disagree	7	8
Disagree	15	17
Undecided	10	11
Agree	25	27
Strongly Agree	34	37
Total	91	100

Source: Primary Data, (2022).

4.5.3 Employee development helps in career planning of employees in the organization

The study sought to ascertain whether employee development helps in career planning of employees in JPLG road construction projects in Galkayo, Puntland Somalia. The findings are presented in table 4.12 below.

Employee Development Helps in Career Planning of Employees in the Organization

Based on the data shown in Table 4.13, it can be observed that 73% of the participants agree with the statement, while 8% of the respondent's expressed uncertainty, and 19% disagreed with some aspects of the relationship based on the findings. A significant majority of respondents, 73%, consider this to be crucial for companies as it helps their employees acquire essential skills and hence enhances engagement. Engaging in development programs enhances employees' self-assurance in their job performance and decision-making abilities. Furthermore, those employed in the field of development exhibit a higher inclination towards embracing new experiences and generating innovative ideas. Employees that demonstrate aptitude in assimilating, retaining, and implementing novel information are highly suitable candidates for advancement when they actively engage in organizational development initiatives aimed at imparting new proficiencies. This is consistent with the research conducted by Wanjala (2015), which revealed that employees who possess reliability, expertise, and growth can be entrusted with the responsibility of training other employees. This approach reduces the burden on the management team.

Table 4.13: Employee Development Helps in Career Planning of Employees in the Organization

Valid	Frequency	Percent
Strongly Disagree	6	7
Disagree	11	12
Undecided	7	8
Agree	27	30
Strongly Agree	40	43
Total	91	100.0

Source: Primary Data, (2022).

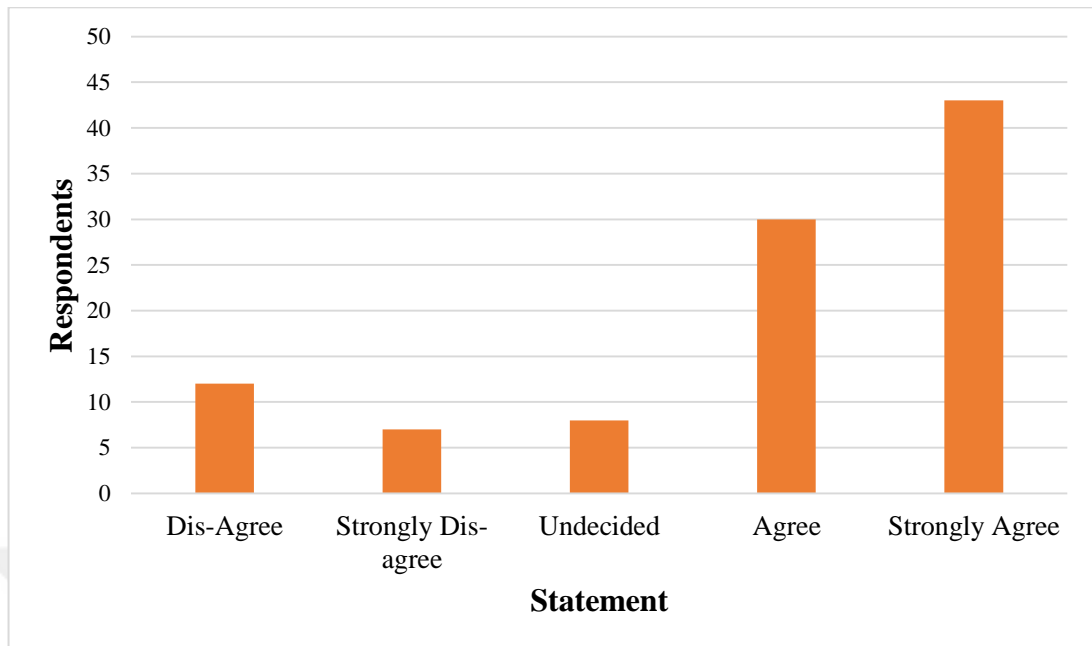


Figure 4.4: Employee Development Helps in Nurturing Employees

Source: Data Collected,(2022).

4.5.4 Employee development helps in upgrading knowledge which is essential for changes

The study wanted to examine whether employee development helps in upgrading knowledge which is essential for changes and see how they have improved of JPLG road construction projects in Galkayo, Puntland Somalia. The findings are presented in table 4.13 below.

Employee Development Helps in Upgrading Knowledge which is Essential for Changes in the Organization

Table 4.14's findings indicate that 18% of respondents disagreed with the statement that employee development helps in upgrading knowledge, while 10% were unsure, and 72% agreed with the statement. These results indicate that employee development helps in upgrading knowledge, which is vital for improvements in the organization. The fact that many people 78.3% agree suggests that human capital can be the primary asset, and that the organization needs to invest in that asset to assure her survival and growth. The company must make it a priority to recruit and keep a workforce that satisfies its requirements for expertise, dedication, and high levels of motivation. This entails adopting measures to

determine and fulfill the needs of future people, as well as enhancing and developing the inherent capacities of individuals, such as their contributions, potential, and employability, through the provision of chances for learning and ongoing professional development.

Table 4.14: Employee Development Helps in Upgrading Knowledge which is Essential for Changes in the Organization

Valid	Frequency	Percent
Disagree	16	18
Undecided	9	10
Agree	30	33
Strongly Agree	36	39
Total	91	100

Source: Primary Data, (2022).

4.5.5 Employee development creates knowledge and abilities among employees

This item sought to find out if employee development creates knowledge and abilities among employees and ascertain whether employee development equips employees with the necessary knowledge, skills, and attitude to tackle the job responsibilities. The findings are presented in table 4.14 below.

Employee Development Creates Knowledge and Abilities Among Employees of the Organization

According to the findings presented in table 4.15, only 6.7% of respondents disagreed, 7% of them were unsure, and 86.6% of them agreed with the statement. It was found out that employee development offers the foundation for the formal and systematic alteration of behavior through learning. This learning takes place because of education, instructions, career development, and planned experience. This was found out due to the high number of agreements. Training and development for employees provides them with the knowledge, abilities, and mindset they need to successfully carry out the obligations associated with their jobs. Employee development may be defined as a process that is aimed to improve an employee's attitude, knowledge, or skill behavior via learning experiences to achieve successful performance of local government employees in an activity or range of activities. This

finding is in line with the findings of a study that was conducted by Beardwell and Hidden (2014).

Table 4.15: Employee Development Creates Knowledge and Abilities Among Employees of the Organization

Valid	Frequency	Percent
Strongly Disagree	9	10
Disagree	13	14
Undecided	6	7
Agree	27	30
Strongly Agree	36	39
Total	91	100.0

Source: Primary Data, (2022).

4.5.6 Linear regression on accounting procedures

As shown in the model summary table below, a simple regression analysis was performed to determine the exact association between employee development and project management in JPLG road building projects in Galkayo, Puntland Somalia.

Model Summary

The value of Adjusted R Square was found to be 0.428, which was revealed in Table 4.16. This value indicated that there was fluctuation of 43 percent in organizational performance due to variations in staff development. This demonstrates that, all other circumstances being equal, staff development contributes approximately 43 percent to the overall performance of the firm. According to the data presented in the table that can be found above, there was a significant amount of positive relationship between the study variables, as indicated by the value of R, which was equal to 0.666. The correlation coefficient is what reveals the relationship between the study variables. Champathes (2016), who stated that there is a link between Employee Development and Employee Performance, would concur with this point of view. If employees are given opportunities to grow professionally, they will report higher levels of job satisfaction, greater levels of commitment, and improved overall performance. The efficacy of the organization will increase in direct proportion to the rise in personnel performance.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.666^a	0.444	0.428	1.462

a. Predictors: (Constant), Employee Development.

4.6 Effect of Performance Evaluation Towards the Project Management

The third objective of the study sought to examine the effect of performance evaluation on project management. Questionnaires were administered to respondents to collect data. The findings are presented below.

4.6.1 Performance evaluation considers the skills of employees

The item sought to examine how performance evaluation considers the skills of employees help to improve performance of JPLG road construction projects in Galkayo, Puntland Somalia. The findings are presented below.

Performance Evaluation Considers the Skills of Employees

From table 4.17 it can be observed that 28% of the respondents disagreed, 10% were undecided, 62% agreed. From the finding, it indicates that majority of respondents agreed 62% this implies that performance evaluation is important in determining whether employees need training and development to increase commitment and employee performance on project management related tasks. This was in line with a study by Sean (2020), who established that performance evaluation empowers employees to attain higher performance levels.

Table 4.17: Performance Evaluation Considers the Skills of Employees

Valid	Frequency	Percent
Strongly Disagree	11	12
Disagree	15	16
Undecided	9	10
Agree	32	35
Strongly Agree	24	27
Total	91	100

Source: Primary Data, (2022).

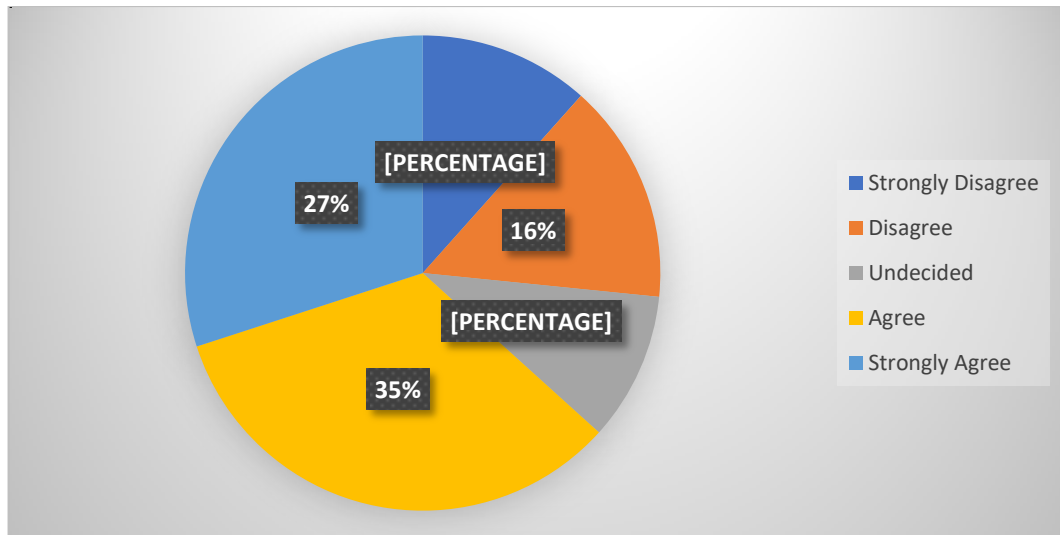


Figure 4.5: Performance Evaluation Considers the Skills of Employees

Source: Data collected, (2022).

4.6.2 Performance evaluation is interactive

This item sought to find out if performance evaluation has helped in the attraction of employees and whether they fully understand workplace expectations, correct, and improve performance. The findings are presented in the table below.

Performance Evaluation is Interactive

According to the data presented in table 4.18, 27% of respondents rejected the hypothesis, 15% of respondents remained unsure, and 58% of respondents accepted the hypothesis. This helps to identify the potential that some of the people in the firm have because most respondents believed that this implies there is interaction between employees and their supervisors. An employee's performance can be evaluated in terms of both their immediate contributions and their overall contribution to the company. It is more probable that employees will fully comprehend the demands of the workplace, make necessary corrections, and improve performance. This was also seen by Christopher (2017), who found that when managers provide employees with sufficient information on the efficiency and efficacy of their work, it results in increased employee performance and commitment.

Table 4.18: Performance Evaluation is Interactive

Valid	Frequency	Percent
Strongly Disagree	15	17
Disagree	9	10
Undecided	14	15
Agree	23	25
Strongly Agree	30	33
Total	91	100

Source: Primary Data, (2022).

4.6.3 Performance evaluation feedback is given to employees

This item examines how Performance evaluation feedback has helped JPLG road construction projects in Galkayo, Puntland Somalia and see how employees come up with new strategies of how to improve performance. The findings are presented in table 4.18 below.

Performance Evaluation Feedback is Given to Employees

According to Table 4.19, 21% of the respondents were against the statement, 10% of them were unsure, and 69% of them supported the statement. Given that many people agreed with it, it suggests evaluating the overall performance of employees to identify their strengths and shortcomings and provide feedback to assist them in setting new performance goals for projects. Feedback meetings provide an opportunity for managers and employees to collaboratively debate and come up with new plans on how to enhance performance. As a result, these meetings may be quite beneficial. The conclusion for managers is that constant feedback in both directions is necessary for greater productivity and a fruitful working relationship with supervisors.

Table 4.19: Performance Evaluation Feedback is Given to Employees

Valid	Frequency	Percent
Disagree	19	21
Undecided	9	10
Agree	29	32
Strongly Agree	34	37
Total	91	100.0

Source: Primary Data, (2022).

4.6.4 Performance evaluation is done every financial year

This item ascertained whether performance evaluation is done every financial year and see how it has helped JPLG road construction projects in Galkayo, Puntland Somalia improve performance. The findings are presented in table 4.19 below.

Performance Evaluation is Done every Financial Year

Table 4.20 shows that 60% of respondents agreed, 14% were not sure and 26% disagreed. Since most respondents shared this view, implementing performance appraisal systems that are both effective and accurate is essential to the process of motivating employees to strive for high levels of performance, target productivity and achieve higher productivity levels. Therefore, it is essential for leaders to successfully plan and execute ongoing assessments of performance against established goals and standards. This is in line with a study conducted by Saks (2010), who observed in his study that managers should take care to conduct performance appraisal as a continuous process, to Can identify employee training needs and develop training programs. programs based on these needs. This is consistent with the previous statement.

Table 4.20: Performance Evaluation is Done every Financial Year

Valid	Frequency	Percent
Strongly Disagree	14	15
Disagree	10	11
Undecided	13	14
Agree	29	32
Strongly Agree	25	28
Total	91	100.0

Source: Primary Data, (2022).

4.6.5 Performance evaluation criteria is well communicated to employees

The study sought to examine whether information communication of criteria of performance evaluation is done among employees and see how it improves performance in JPLG road construction projects in Galkayo, Puntland Somalia. The findings are presented in table 4.20 below.

Performance Evaluation Criteria is well Communicated to Employees

According to the findings presented in table 4.21 shows that 74% agreed and just 16% of respondents disagreed to the idea that performance evaluation criteria are effectively communicated to employees, while 10% of respondents were unsure how they felt about the issue. This indicates that an efficient and carefully organized performance evaluation has a direct impact on the mindset, actions, and level of dedication displayed by workers. This suggests that the performance evaluation, for it to be effective, should be carefully organized, and that the standards, indicators, and results should be used to support employees in their efforts to improve their performance while working.

Table 4.21: Performance Evaluation Criteria is well Communicated to Employees

Valid	Frequency	Percent
Strongly Disagree	12	13
Disagree	3	3
Undecided	9	10
Agree	28	31
Strongly Agree	39	43
Total	91	100

Source: Primary Data, (2022).

4.6.6 Linear regression on timely reporting

A simple regression analysis was run to examine the exact relationship between employee performance evaluation and project management in JPLG road construction projects in Galkayo, Puntland Somalia, other factors constant as illustrated in the model summary below.

Model Summary

A strong linear relationship between the variables being predicted and those being explained was indicated by the model's correlation value, which was 0.682. The R-square values of the model were 0.466, and after accounting for errors, they were 0.451, meaning the model had a reasonable level of accuracy. This shows that the employee performance evaluation is responsible for explaining 45.1% of the variations in the performance of project management in JPLG road building projects

in Galkayo, which is in the region of Puntland in Somalia. Performance evaluation of workers considers the assessments and opinions of the workers' subordinates, peers, supervisors, other managers, and even the workers themselves. When performance indicators are made clearer, employees have a greater commitment to the things they are responsible for at work. This was consistent with the findings of a research by Sean (2020), who found that performance review provides employees with the agency necessary to achieve greater levels of performance.

Table 4.22: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.682	0.466	0.451	1.303

a. Predictors: (Constant), Employee Performance Evaluation.

5. CONCLUSION AND RECOMMENDATIONS

This chapter tried to provide both broad and narrow recommendations, and it concludes by providing a summary of the findings of the study and drawing some conclusions from them.

5.1 Summary of the Findings

5.1.1 To Establish the role of employee training towards project management

The findings of the study showed that training in an organization improves management by attracting, motivating, and keeping people to ensure the organization's continued existence. Training activities drive employees to work harder to improve the performance of the business. This remark agreed with the findings of a study conducted by Amadi (2014), which stated that management should make training a priority as a significant investment to improve organizational performance in areas such as time management, punctuality, morale, and customer service. The findings also showed that training provides employees with the information, abilities, and behavior that are necessary for them to perform properly on a particular activity or job.

5.1.2 Explore the role of employee development towards project management

According to the findings of the research, employee development is advantageous to the talent development of employees. In addition, preparing employees for the tasks of the future by enhancing their knowledge, abilities, and attitudes will ultimately lead to improved performance for the organization. Employees who have been developed typically have a higher level of self-assurance in their ability to execute their jobs and make judgments.

According to Wanjala (wanj), who pointed out that employees who are trustworthy, competent, and evolved may also have the authority to educate other

employees, this is consistent with what we have seen here. Because of this reality, the strain that is being put on the management team is reduced.

The findings also demonstrated that employee development enables companies to have a deeper comprehension of the professional aspirations, existing skills, and future requirements of their workforce. This provides employees with the ability to take personal responsibility for their level of professionalism, learn or enhance the skills they need to continue their existing function, and assists companies in better comprehending their objectives. Employees' professional aspirations, abilities, and areas for improvement are discussed here. Employee development, which typically takes the form of training, equips local officials with the information, abilities, and mentality they need to properly carry out the responsibilities of their jobs. Staff development is a process that can be defined as developing the attitudes, knowledge, or skills of staff via experiential learning to achieve successful performance by local government workers in an activity or set of activities. The goal of this process is to achieve success in meeting the goals of the activity or activities. This discovery is in line with the findings of an investigation that was carried out in 2014 by Beardwell and Hidden.

5.1.3 Effect of performance evaluation towards project management

The findings of the study indicate that performance evaluation is a key component in determining whether employees require more training and development to enhance employee commitment and performance on activities linked to project management. This was in line with the findings of a study that was conducted by Sean (2020), who discovered that performance reviews give employees the autonomy that is required to reach higher levels of performance. The success of an employee can be judged not only in terms of their immediate contributions to the firm but also in terms of their overall contribution to the company. Employees have a greater chance of completely comprehending the needs of the job, making the required modifications, and improving their performance if they are provided with adequate training. This was also seen by Christopher (2017), who discovered that when managers provide employees with sufficient information on the efficiency and efficacy of their job, it leads to greater employee performance and dedication. Christopher found that this was the case. According to the findings, feedback sessions also provide the opportunity for managers and employees to debate and

brainstorm together new ways to improve employee performance in a collaborative setting. Because of this, the meetings open opportunities for both of the parties involved. Further investigation found that performance evaluation systems are an essential component of an efficient employee motivating strategy that strives to reach the target levels of performance as well as the levels of productivity. Because of this, it is of the utmost importance for head managers to properly plan for and carry out continuous performance reviews in contrast to the goals and standards that have been established. This was in accordance with a study that was carried out by Saks (2010). Saks observed in his study that managers in should therefore interest themselves in conducting performance evaluation as a continuous process, to be able to determine the training needs of their employees and build training programs in accordance with those needs. This was in accordance with the findings of the study that Saks (2010) had carried out. This was consistent with the sentence that came before it.

5.2 Conclusion

After conducting this data analysis, a conclusion was arrived at that was consistent with all the research objectives. Training activities inspire employees to invest a greater amount of effort into their work, which ultimately contributes to an improvement in the performance of the firm. Training personnel improves an organization's management capabilities by boosting its capacity to recruit new workers, inspire existing ones, and keep existing ones. This is essential to ensuring the long-term viability of the company.

Training activities that are targeted at increasing the performance of an organization will motivate the personnel of that organization. Training is the process of teaching individuals the knowledge, skills, and behaviors necessary to perform well at a specific profession or designated activity. Training can also refer to the actual learning experience. Therefore, the management of the JPLG road building projects in Galkayo, Puntland, Somalia should perform training to educate personnel to assume responsible roles in the future, thereby alleviating work difficulties both current and future as well as removing gaps in the workplace. Through employee development, a company can better grasp the career ambitions, existing competences, and future development requirements of its personnel. This is made possible by the organization's ability to better understand its workers.

Employees can take personal responsibility for their degree of professionalism because of this, as well as acquire or improve the skills they need to keep up with the most recent advancements in their profession because of this. As a direct consequence of this, developed workers exhibit a higher level of self-assurance in their capacity to carry out their jobs and make decisions. It is possible to evaluate the success of an employee not only in terms of the person's direct contribution to the company but also in terms of the individual's contribution to the organization. If employees are provided with sufficient training, they will have a greater chance of completely understanding the requirements of the job, making the required adjustments, and improving their performance. Feedback sessions provide both employees and managers with the opportunity to engage in collaborative conversation and consider novel approaches to enhancing employee performance in the workplace.

The newly established methods can then be utilized in the workplace when they have been adopted. Therefore, performance appraisal is vital for individuals who are managing JPLG road construction projects in Galkayo, Puntland Somalia, for them to be able to successfully plan and carry out continuing assessments of performance in comparison to the goals and criteria that have been defined.

5.3 Recommendations

The findings of this research provide the basis for the following recommendations for changes to public policy. These recommendations are based on the findings of the research.

In addition, the researcher indicates that there is a need to place an emphasis on in-service training programs that give employees with subject-matter expertise that is relevant to their present requirements. This is a necessity that has been suggested by the researcher. Some of the primary focuses that these programs ought to have include the provision of ongoing direction and assistance, the discussion of issues and issues of concern among workers, the backing of higher-level administrators, and the acquisition of an adequate amount of release time in which to participate in training.

According to the findings of the research, it is advised that JPLG road construction projects in Galkayo, Puntland Somalia should build a commitment to the long-term professional development of workers. These projects will take place in Somalia. This commitment ought to be made manifest as a vision, a set of policies, some tactics, and some activities.

It is vital to come up with new ideas that are based on the many duties that come with working for the organization to enhance the levels of originality and correctness in the JPLG road building projects in Galkayo, Puntland Somalia. This is because it is the only way to increase the levels of originality and correctness in the employees.

Changing to other procedures of the organization is necessary to train staff to adapt to the new work cultures of JPLG road building projects in Galkayo, which are in the region of Puntland Somalia. Galkayo is the location of these many projects.

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APPENDIX

Dear Participant, thank you for your willingness to take part in this research. This questionnaire is designed to collect data for a study entitled "The Role of Human Resources Towards Project Management in Somalia: A Case Study of Galkayo Puntland Somalia JPLG Road Construction Project" in partial fulfillment of the requirements for Istanbul Gedik University's Master of Engineering Management. Your participation is vital to understanding the impact of human resources practices on project success within Somalia's construction sector. All information provided will be kept strictly confidential and used solely for the purposes of this research study.

SECTION A: Demographic Characteristics

1. Sex: Use a tick

(a) Male

(b) Female

2. What is your age bracket?

18 – 30 years	31 - 40 years	41 – 50years	51 years and above

3. Level of Education

(a) Graduate

(b) University student

(c) Secondary

(d) Primary

(e) Never

4. Work

(a) Full-time employee

(b) Part-time employee

(c) Self-employed

(d) Un-employed

5. Position

(a) Manager

(b) Staff

SECTION B:

Please indicate your response mode by ticking one of the scales representing different responses or statements below.

Response Mode	Score
Strongly agree (agree with no doubt at all)	1
Agree (agree with minor doubt)	2
Neutral	3
Disagree (disagree with minor doubt)	4
Strongly disagree (disagree with no doubt at all)	5

A	Employee Training	1	2	3	4	5
1	Employees training focuses on the behavior skills					
2	Employee training complies with the required technical skills of employees					
3	Employee training is done every financial year					
4	Training feedback is given to employees					
5	Training considers the needs of employees					
6	Employee training covers the gap between expected and current skills					
7	Employee training is timely					
8	Employee training is continuous					
B	Employee Development					
1	Employee development helps in sharpening the skills of an employee					
2	Employee development helps in nurturing employees to become reliable resources in the organization					
3	Employee development helps in Career planning of employees in the organization					
4	Employee development helps in upgrading knowledge which is essential for changes of in the organization					
5	Employee development creates knowledge and abilities among employees of the organization					

C	Performance Evaluation					
1	Performance evaluation considers the skills of employees					
2	Performance evaluation is interactive					
3	Performance evaluation feedback is given to employees					
4	Performance evaluation is done every financial year					
5	Performance evaluation criteria is well communicated to employees					
D	Project Management	1	2	3	4	5
1	Quality management					
2	Time management					
3	Cost management					

Thanks for your time and information.

RESUME

Saacid Saed ABDINOUR

EDUCATION

- Bachelor : 2018, Amoud University, Engineering, Civil Engineering
- Master : 2024, İstanbul Gedik University, Engineering, Engineering Management Program

SKILLS

- Payroll Administration
- Data inputting
- Tax Return Filing
- Financial Analysis
- Bookkeeping
- Finance

WORK HISTORY 2018-10-2019-09

Computer Operator: NGO, SOMALIA

- Boosted productivity by providing technical support to users, resolving issues in a timely manner.
- Supported company growth by setting up and configuring new workstations for incoming employees as needed.
- Managed inventory of hardware components, ensuring availability of necessary resources for ongoing operations.
- Improved system efficiency by monitoring computer performance and troubleshooting issues as they arose.

2022-02 – Current: Assistant Manager

Tilmaan Travel Agency, Istanbul, Turkey

Assisted in recruiting, interviewing, hiring, and onboarding of new employees to maintain adequate staffing levels.

Implemented staff training programs, enhanced product knowledge, and improved customer service skills.

Enforced company policies consistently while handling disciplinary actions, when necessary, with fairness and respect.

Ensured compliance with all safety regulations by conducting regular inspections of equipment/operations within the store.

Conducted employee performance evaluations, providing constructive feedback for growth and development.

COMPUTER SKILLS

Excel Word Autocad Computer Applicati

Adobe Power Point

LANGUAGES

Somali English Arabic Turkish

Intrests

Gym Reading Footbal