

**IMPACT OF MANAGEMENT CONTROL SYSTEM ON EMPLOYEE
PERFORMANCE IN PRIVATE SECTOR**

BY

Abdirizak Sharif Mohamed

ID: 181-17-375

This Report Presented in Partial Fulfillment of the Requirements for the Degree of Masters of
Science in Management Information System

Supervised By

MD. ZAHID HASAN

Assistant Professor and Coordinator of MIS

Department of CSE

Daffodil International University



DAFFODIL INTERNATIONAL UNIVERSITY

DHAKA, BANGLADESH

2018

Approval

This Thesis titled “**IMPACT OF MANAGEMENT CONTROL SYSTEM ON EMPLOYEE PERFORMANCE IN PRIVATE SECTOR**” submitted by Abdirizak Sharif Mohamed to the Department of Computer Science and Engineering, Daffodil International University, has been accepted as satisfactory for the partial fulfillment of the requirements for the degree of Master of Science in Computer Science and Engineering and approved as to its style and contents. The presentation has been held on 2018.

BOARD OF EXAMINERS

Dr Sayed Akhter Hossian

Chairman

Professor and Head

Department of Computer Science and Engineering
Faculty of Science and Information Technology
Daffodil International University

Dr Sheak Rashed Haider Noori

Internal Examiner

Associate Professor

Department of Computer Science and Engineering
Faculty of Science and Information Technology
Daffodil International University

MD. Zahid Hasan

Internal Examiner

Assistant Professor and Head

Department of Computer Science and Engineering
Faculty of Science and Information Technology
Daffodil International University

Dr. Mohamed Shorif Udin
Professor and Chairman

External Examiner

Department of Computer Science and Engineering Jahangirnagar University

DECLARATION

I hereby declare that, this thesis has been done by me under the supervision of **MD. Zahid Hasan Assistant Professor and Coordinator of MIS, Department of CSE, Daffodil International University**. I also declare that neither this thesis nor any part of this thesis has been submitted elsewhere for award of any degree or diploma.

SUPERVISED BY:

MD. Zahid Hasan

Assistant Professor and Coordinator of MIS

Department of Computer Science

Daffodil International University

SUBMITTED BY:

Abdirizak Sharif Mohamed

ID: 181-17-375

Department of Management Information System

Daffodil International University

ACKNOWLEDGMENT

First praise is to Allah, the Almighty, on whom ultimately, I depend for sustenance and guidance.

Second, my genuine gratefulness goes to my Supervisor **MD. Zahid Hasan**

Collaborator Professor of CSE Department, for his patient direction, supportive input and profitable recommendations amid the advancement of this proposal.

I might want to offer my heartiest thanks to **Dr. Syed Akhter Hossain** , Head of Department of Computer Science and Engineering, for giving me a chance to do the examination work, without him I ought not achieved my objective and furthermore to other employee and the staff of CSE division of Daffodil International University.

Give me a chance to accept this open door to thank exam board individuals Dr. Sheak Rashed Haider Noori, Md. Zahid Hasan as inward analysts and **Dr. Mohammad Shorif Uddin** as outside inspector.

On account of Daffodil International University for the investigation opportunity and for the specialized help amid the last period of completing this proposal.

I am enormously obligated to my cherished Parents, my dad Sharif Mohamed and my mom Hawa Siyad may Allah secure them; they are in every case extremely understanding and steady on my decisions. They adore me more than themselves and have yielded such a great amount to help me.

Lastly, likewise wish to thank my family, companions, flat mates for their assistance and consistent help, thank again for your comprehension and support in my many, numerous snapshots of emergency. Your fellowship makes my life a magnificent ordeal thanks all.

Abstract

The reason for this examination is to explore the Impact of client relationship administration on execution of bank in Somalia, this investigation led through review inquire about plan .

The objective population of this investigation was 80 of clients and workers of International Bank of Somalia, and the example measure comprised of 66 respondents. The information was removed from bank industry particularly International Bank of Somalia (IBS) through survey and information is examined SPSS. The investigation discovered solid positive connection between's Customer Relationship Management and Bank Performance the examination suggested that the bank segment may find a way to enhance their administration quality, techniques, and client communication administration procedures client maintenance administration systems.

TABLE OF CONTENT

Contents

Approval.....	i
DECLARATION	ii
ACKNOWLEDGMENT	iii
Abstract	iv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Introduction	1
Problem Statement	2
1.3 Research Objectives.....	3
1.3.1 General Objective	3
1.4 Research Questions	3
1.5 Scope of study	3
1.6 Significance of the Study.....	4
1.7. Report layout.....	4
Chapter two	6
Literature Review	6
2.0 Overview	6
2.1 Management Control system.....	6
2.1.3 Types of management control system.....	8
2.2 Employees performance	9
2.3 Relationship between of Management Control and Employee Performance	9
2.4 Summary	10
2.5 Conclusion	10
CHAPTER THREE	11
RESEARCH METHODOLOGY	11
3.0. Overview	11
3.1. Research design.....	11
3.2 population and sampling	11
3.4 Sample technique	12

3.5 Research instrument.....	12
3.6 Data analyze	12
3.7 Validity and Reliability of instrument	13
3.8 Limitation of study.....	13
3.9 Ethical considerations	14
CHAPTER FOUR	15
DATA ANALYSIS AND INTERPRETATION	15
4.0. Overview	15
CHAPTER FIVE.....	26
FINDING, CONCLUSION AND RECOMMENDATION	26
5.1 Over View.....	26
5.2 Discussion and Findings	26
5.2. Conclusion	26
5.3 Recommendation	27
5.4 Recommendation for the future research	28
Appendix1.....	29

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter clarifies foundation of study, issue of proclamations, Objectives of study, criticalness of study Scope of study, Purposes of study, Research questions and conceptual frame work and definitions.

The creating dimension of worldwide rivalry fortified the difficulties for directors who need to consider more compelling ways accomplishing upper hand and enhancing authoritative execution [1]. Without a doubt, association includes individuals in their normal task. Vital course of hierarchical towards aggressive results can be improved by creating authoritative learning [2]. All things considered, upper hand picked up by authoritative to enhance its execution [3]. Which is authoritative taking in and development originates from principle source that is workers in the association.

As the historical backdrop of associations has built up, the scholarly world has progressively fortified the possibility of a developing requirement for authoritative control. We are along these lines looked with an issue which the two Academics and experts, in the fields of both bookkeeping and friends association, will in general Consider of significant significance.

The word control has various implications and diverse meanings, a considerable lot of which are not Applicable to the field of the executives. Inside this extension, the term the executives control was presented by [4]. who characterized it as the way toward guaranteeing that assets are acquired and utilized adequately and proficiently in the achievement of the association's destinations. All the more as of late, [5]. likewise brings up that in procedure terms, the executives control exists so as to guarantee that associations accomplish their targets, and for Fisher control is utilized for making the conditions that persuade an association to acquire foreordained outcomes. Subsequently, the idea of control in associations seems, by all accounts, to be identified with the presence of specific targets or finishes taking all things together organizations. [6].

In Africa the banking industry in Nigeria has witnessed distress severally due to mismanagement resulting from either non-observance of laid down principles and policies that were established

by the management and regulatory authorities or non-existence of such internal controls system. Whatever the case is, every organization, not only the bank, must install efficient and effective internal controls system in order to protect its assets from possible losses resulting from funds misapplication, misuse and vandalisation of company's property, expropriation and errors made by inefficient and inexperienced personnel.

In Somalia we are expect yet there is no published documents any more towards with this study in this the study will offer related theory of this study. The board control framework (MCS) is a framework that gives helpful data to administrators to perform their responsibilities. This data helps association in execution and facilitates the decision-making process by helping managers to update their beliefs about the choices they make and the consequence they receive. The executives control frameworks are apparatuses to help the board for coordinating an association toward its vital destinations and upper hand. The board controls are just a single of the instruments which chiefs use in actualizing wanted procedures [7].

Management control is instrument to manage or note the implementing of the management company that tried to direct the reaching of more efficient and effective [8].

Representative's execution is a rating framework utilized in numerous enterprises to choose the capacities and yield of a worker. Great worker execution has been connected with expanded purchaser view of administration quality, while poor representative execution has been connected with expanded client protests and brand exchanging (Darden and Babin 1994)

Problem Statement

The board control framework (MCS) is a framework that gives helpful data to supervisors to carry out their responsibilities. This data helps association in execution and facilitates the decision-making process by helping managers to update their beliefs about the choices they make and the consequence they receive.

Organization's control framework, help to be a huge impact on remuneration, the arrangement of a settled compensation in addition to a commission on deals more prominent worker execution will shape a superior and more viable. Representatives inside firms contribute for hierarchical execution and HRM practices can influence singular worker execution through their impact over representatives' abilities and inspiration and through authoritative structures that enable workers to enhance how their occupations are performed. Likewise, he utilized work turnover, profitability as representative execution estimation when he test the impact of HRM rehearses on

worker execution. However, it seems in Somalia many private companies are low management control system of employee work performance, these may cause irresponsible and less accountability for job performance finally it will be difficult the managers to guarantee that assets are gotten and utilized viably and productively in the achievement of the association s goals. Therefore in this study seeks to investigate the impact of management control system and employees' performance of Mogadishu companies.

1.3 Research Objectives

The motivation behind this examination was investigated the impact of managing control structure on member show in private sector in Benadir, Somalia.

1.3.1 General Objective

The general goal of this investigation is to enlighten the impact of management control system on the executives' performance.

1. To define the level of managing control system in private division companies.
2. To control the level of worker show in private sector companies.
3. To explore relationship between management control system and employees performance companies.

1.4 Research Questions

1. What is the level of management control system in private sector companies?
 2. What is the level of employee performance in private sector companies?
 3. How does management evaluate employee performance?

1.5 Scope of study

Time scope

The time duration in study is 2-Septemper- 2018 up to December-April-2018.

Geographical Scope

The studies were conducted in one selected Private sector companies in Mogadishu Somalia this research especially about focus on the private sector company at AFI Company for water supply. This research through questionnaire.

Content Scope

The goal of this learning is to explore the influence of managing control on worker show in private sector at Benadir Somalia. Managing controller structure is free variable while worker show is reliant inconstant. The board switch is an apparatus to screen or watch the execution of the administration organization that attempted to direct the accomplishment of more productive and powerful.

1.6 Significance of the Study

The. In view of the significance of this study it attempt to discover, how the impact management control system on employee performance and its Managers, the significance of external persons 'contribution to management of established firms.

The significance of the executives control framework we realize that in the present globalized world, associations need to utilize the board control Systems that go past the procedures that attention on procurement of innovation and coordinations which are not adequate to give the association supported long haul aggressive edge over its Competitors. The board Control Systems.

The study intended to be significant for Mogadishu companies. This study also is useful for the business firms to make assessment of work force and reduce the labor turnover. Finally, it also provided a basis for researchers, academics and students who want to prepare research about this topic.

It's further hypothesized that inadequate cultural control, reward and compensation and administrative directly influenced employees' AFI.

1.7. Report layout

Chapter one: presents Background of the study of the influence of controlling control system on worker show in private sector in Somalia, research objectives, problem statement, and scope of the study.

Chapter two: literature review, conceptual frame work

Chapter three: research methodology, research population, inquire about instruments, information accumulation method, unwavering quality and legitimacy of the instrument, information examination, moral consideration.

Chapter four: data presentation, analysis and interpretation, demographic responses, background of the respondents.

Chapter five: summary, findings and conclusion

Chapter two

Literature Review

2.0 Overview

This chapter explains literature review the highest imaginary and conceptual works review interrelated to problems of Management control system on employee performance, It is an evidence that vast number of scientists in various trains, for example, authoritative conduct, Regional and improvement financial aspects, Management, and mechanical Organization business financial aspects the main aim is to improve Management control system as to be success managers and to motivate employees performance that related to Organizational objectives, and sit provides innovation and sustainable in the future time.

2.1 Management Control system

Management Control Systems (MCS) as defined the process by which chiefs guarantee that assets are acquired and utilized adequately and effectively in the achievement of the association s destinations. MCS is a framework utilized in an association which gathers and uses data to assess the execution of the hierarchical assets that will in the long run impact the conduct of the association to actualize authoritative procedures. This paper will investigate issues inside MCS, for example, exchange cost financial aspects and exchange valuing. Likewise considered in this paper is a look of MCS devices and methods, for example, planning as a ground-breaking control component in associations, business execution estimation frameworks and also offset scorecard with its usage issues.[12]

Management control systems are apparatuses to help the board for coordinating an association toward its vital targets and upper hand. The executives controls are just a single of the instruments which chiefs use in actualizing wanted techniques [13]

The executives control framework (MCS) is a framework that gives valuable data to administrators to perform their responsibilities. This data helps association in execution. MCS was first depicted by Anthony (1965). In his examination, he recognized the administration control framework from key arranging and operational control. The board control (MC) itself is characterized from various perspectives, for example, a blend of devices and process that impact

on performing artists practices inside an association to accomplish authoritative destinations (Speckle. 2001). As per Malmiet al (2005) the board control framework comprises of gadgets and frameworks that supervisors use to guarantee that their representatives' choices and practices are steady with association procedures and targets with barring choice emotionally supportive network. He contended that MCS is a coordinated framework and necessities to evaluate association from each edge in this manner controlling association performing artist's practices from bookkeeping or overseeing angle can't get a thorough framework.

An ideal Management control systems (MCS) incorporate methods and components which associations use to pursue destinations, achieve objectives and effectively pursue methodologies. The executives control frameworks help to incorporate, spur, bolster in basic leadership, impart destinations, give input, and so forth. The main classification includes yield controls or results controls, in which explicit results are estimated, observed and analyzed against desires.

This will empower restorative activity to be embraced as and when required. This classification likewise incorporates regulatory controls or activity controls that include formal principles, standard techniques and manuals and checking consistence. The second classification includes conduct controls, staff controls and implicit agreements. This class includes controls, for example, qualities and standards, alongside gathering communication to look after them, determination and arrangement of faculty with the required aptitudes and demeanors, work structure and distribution, and perception of the work conduct of staff. These two classes are not fundamentally unrelated, and may supplement and fortify each other in a compelling administration control framework (Cunningham, 1992). (2)

Along these lines it very well may be clarified that the administration control esteem control condition, chance appraisal and the board of self, equipped for enhancing work environment conduct that is the quality and energy of work, control work activities, work association and connectedness to the association when representatives work with imaginative and willing to go for broke, faithful, results-arranged, workers, group, stable forceful, full compensation, reward/commission, and instruction , preparing The discoveries of this examination in accordance with the expressed Brigitte et al. (2004) that the introduction conduct of the board control is identified with the structure of the board control frameworks to help, control, inspire

the board to settle on choices and screen the exercises of controlling conduct that happens in an association.

In the usage of work environment conduct regularly happens a deviation or stubborn harm of the standards or outside administration control strategies performed by the agent. Abnormalities or harms submitted by representatives outside of the principles or techniques alluded to as (conduct). [3]

2.1.3 Types of management control system

Formal control system: are composed, the board started instruments that Effect the conduct of workers in accomplishing the association's objectives. Official wheels can be arranged into three sorts, in light of the idea of Management mediation. They are:

Input controls: are the moves made by the organization before an arranged action is executed. These measures assist the organization with selecting the correct method to attempt the movement. Info controls incorporate determination criteria, enrollment and preparing programs, labor portions, vital tactics and benefit Allocations.

Process controls: Process controls include following certain factors and making restorative move at whatever point there is a deviation from indicated parameters in the factors. The control move makes put before the procedure of change is finished and the yield is created.

Output controls: Yield control is practiced when execution guidelines are set and observed, and the outcomes are assessed. Yield control happens when the control action depends on the examination of genuine and arranged results

Informal Control System: These are unwritten, commonly specialist started instruments that impact the conduct of people or gatherings in specialty units. There are three kinds of Informal controls. They are:

Self-control: manages the foundation of the individual destinations by the individual, observing their fulfillment and modifying the practices in the association to accomplish the objectives.

Social controls: Social control alludes to the overall social viewpoints and examples of Interpersonal communications inside subgroups in the firm. In this sort of control, an association builds up specific measures, screens congruity with the standard and makes a move when deviations happen. Social control emerges out of the disguise of qualities and shared duty towards some shared objectives Cultural controls According to William G Ouchi. (4)

2.2 Employees performance

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations.

In addition, a commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011). Macky and Johnson pointed that improved individual employee performance could improve organizational performance as well. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed.

Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement. Stump (2003) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. This is to motivate the employees in order to perform more on their task. [5]

2.3 Relationship between of Management Control and Employee Performance

The aftereffects of the investigation of direct impact on worker execution the board control esteems acquired noteworthy positive way coefficients. This demonstrates the control impact on worker execution the board. Way coefficient is certain implies that there is immediate connection between the executives control exhibitions with genuine workers.

Along these lines it tends to be clarified that the administration control with pointer control condition, chance evaluation, data and correspondence, control exercises and checking can enhance the execution of representatives as amount, quality and time, when the consideration of

hierarchical culture, remuneration and work environment conduct. The aftereffects of this investigation parallel the consequences of past examinations led by research the executives control and execution done by Shon et al.(2009) that the administration controls of a huge impact on execution. Additionally the investigation by Marcela (2006) expressed that administration control straightforwardly influences the execution of utilizing the possibility demonstrate with more serious administration control to defeat two noteworthy wellsprings of vulnerability of the neighborhood advertise and the innovation. Thus, in accordance with research by Billy et al. (2008) analyzed the control of an overwhelming variable in deciding the association's ability for development, to enhance worker execution. [10]

2.4 Summary

In this episode have been chatted in dissimilar issues such as concepts and theoretical of management control system, which we talks about the different concepts of different authors, practical study ,which talks about the impact of management control system on employee show .and results that provides by the poets and also the background of the learning, and also to obtain good performance and work efficiency it may cause to the managers to have a good communication and to know easy how the work is going and to get a good performance towards on organizational goals,

2.5 Conclusion

In the previous studies this chapter, the authors talked about the connection Managing control system and factors that influence the organizational performance

However as we know the most organization they ignore the influence of managing control system on their worker show management control system is essential in all parts of the organization such as managers, staffs, and all related program, and also every business needs management control system because without control system can cause lack of accountability, lack of responsibility, and it creates not to evaluate all employee each one his or her goodness or badness.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Overview

This chapter discussed the practice of study and methods in which the researcher used in collecting data for this thesis. The researcher also designed population of the subject of the thesis, such as instruments, procedure and methods of data analysis. In this chapter the research methodology is described in term of design, method, target population, research procedure, reliability, validity and procedures used during the data analysis.

3.1. Research design

This study was conducted through questionnaire is present oriented methodology used to consider populace by choosing example to examine and discover occurrence. the data was collected through the questionnaire.

This design is selected for this study because it is effective, rapid of data collected and ability and less cost. This design is used to identify the influence of managing control system on worker's show of private sector Mogadishu.

3.2 population and sampling

The populace of the study was consisted of 50 administrative staff selected private Company in Mogadishu Somalia .**AFI COMPANY** for water supply in Mogadishu. The study sample was consisted of categories of respondents and these include: directors, managers, accountants and employees of the **AFI COMPANY**. Through the study questionnaire, the sample will provide the data required as related to the objectives and research questions.

3.3: Sample size

In sample size of this study consists of 44 participants from 50 of the target population.

$$\text{Formula. } n = \frac{N}{1+N(e)^2}$$

When $n =$ sample size $n = \frac{50}{1+(50(0.05))^2} = 44$
 $N =$ size of population

$$e = 0.05$$

3.4 Sample technique

This study was employed sample random technique to select sample. Sample random technique the researcher consciously decided who to include in the sample. the mainly objective was to collect focus information. It preferred for this study because it saves time and money consumptions.

3.5 Research instrument

The exploration instrument of this examination was poll as tools of statistics is used, the survey in a quantities investigation method survey may be clear a technique of dada collection in which each person is asked to response to the same usual queries in predetermined order. The researcher uses questionnaire; questionnaire was suitable instrument to elicit such information. Since sample size is fairly large and there limited time, questionnaire was consider ideal for gather a great deal of data over brief timeframe.

3.6 Data analyze

This part addresses, processing and analysis. The researcher uses enlightening measurements to investigate the essential information. Distinct insights alludes to utilization of estimating of focala tendency such as mean, mode, medium and measurement of dispersion such as a range, difference, standard deviation and variance to describe a group of subjects.

The data was collected from the study area, edited by, collected and tabulated.

Data will manually enter in a statistical package for social science (SPSS).

SPSS is a computer program used for survey SPSS is a computer program used for survey authoring, data mining, text analysis, collaboration and statistical analysis.(free encyclopedia).

The researcher used this program because it is suitable and simple tool that is available for the researcher. The researcher first adapted the closed ended questions in questionnaire

to fit the SPSS format. Then entered the data and produced frequency table. The researcher then analyzed the data and made a report soon after.

3.7 Validity and Reliability of instrument

To establish the reliability of the questionnaire, the researcher used the method of expertise judgment. To affect this, after construct of questionnaire the researcher approached the supervisor and other experts to ensure the reliability and validity of research instruments.

Legitimacy and unwavering quality are imperative for res curve to be precise, there for the scientists of this examination utilized embraced poll which has just been tried by different specialists. Legitimacy and unwavering quality regular issue for all scientists. To build Validity and unwavering quality, in this examination led a pilot overview to pretest the survey.

The information gathering was investigated to keep an eye on legitimacy, and the dependability and in congruity with the exploration instruments occupied with the procedure of the examination ponder, with the end goal of legitimacy the scientist thought about got through the overview and surveys and different wellsprings of other information like the writing audit and report examinations by utilizing subjective strategy. Finally the researcher extracted the data from various respondents and realized abroad, well read report.

3.8 Limitation of study

The major limitations of this study are:

- Lack of security and stability.
- Lack of sufficiency internet facilities.
- Lack of reliable information about what the organizations because there are no written documents and everything exist is ideally.
- Some books and journals needed to be purchased on-line; this was barrier to get access to required information.
- Lack of resources, cost, and time.
- Lack of libraries and documentation in the town

3.9 Ethical considerations

In process of this study, the researchers they have to keep the moral issues through the exploration venture by keeping the mystery, secrecy and obscurity of respondents. To keep up moral issues the analyst will demand to's organization to allow to disseminate survey and will reveal to them that the data utilize just for scholastic reasons.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0. Overview

This chapter present the data analysis from feedback of data collection; the result is quantitative analysis that relates the impact of Management control system on employees' performance of private sector in Mogadishu. The analysis based on tabulated and statistical analysis, also this chapter provides the presentation and analysis of collected data was computed using the percentage. The outputs are generated on SPSS (statistical package for social science). Tables and charts were used in the presentation of the data.

4.1 Personal Information

TABLE 4.1 Respondent by genders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	77.3	77.3	77.3
	Female	10	22.7	22.7	100.0
	Total	44	100.0	100.0	

In the above tables 4.1 shows that majority of the defendants were males about 77.3% of the total, while remaining 22.7 % were female.

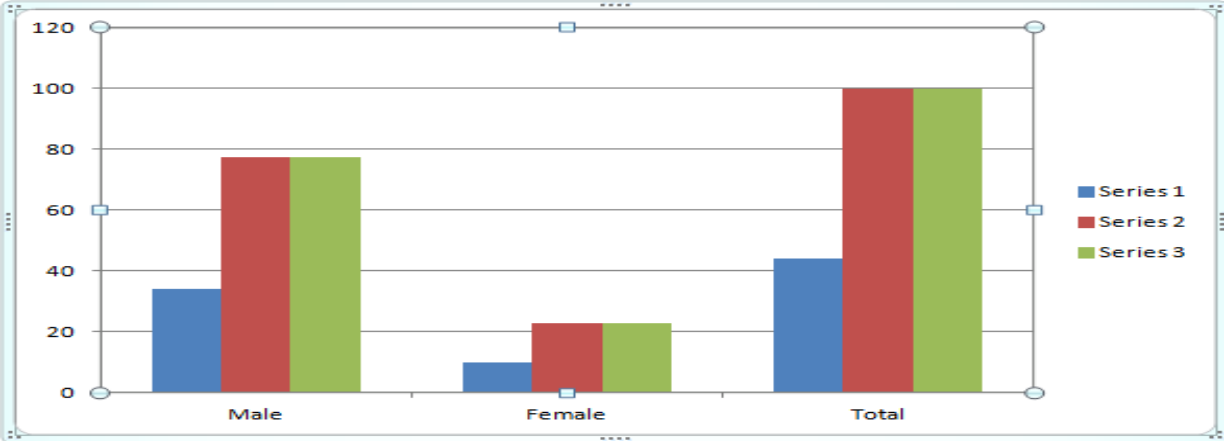


Figure 4.1 shows the graphical representation of table 4.1

TABLE 4.2 Respondent by age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-20	7	15.9	15.9	15.9
	21-30	27	61.4	61.4	77.3
	31-40	4	9.1	9.1	86.4
	41-50	6	13.6	13.6	100.0
	Total	44	100.0	100.0	

According to the Table 4.2 above show the age of the majority respondents were between 15-20 years old at percentage of 15.9%, and 61.4% were the age 21-30 that indicate the majority number and the age of 31-40 were percent of 9.1% and while 41-50 were percent of 13.6%.

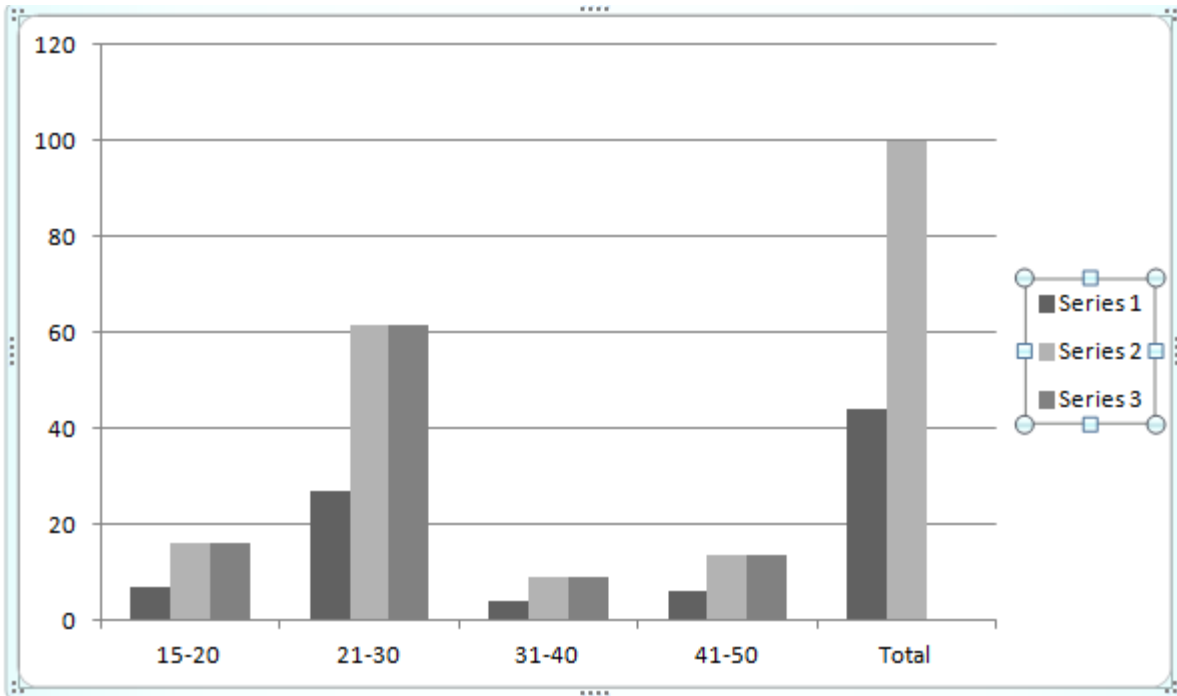


Figure 4.2 shows the graphical representation of table 4.2

TABLE 4.3 Respondents by marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	23	52.3	52.3	52.3
	Married	21	47.7	47.7	100.0
	Total	44	100.0	100.0	

From above table 4.3 52.3% of the respondents marital states were single and while 47.7% of the respondents' were married.

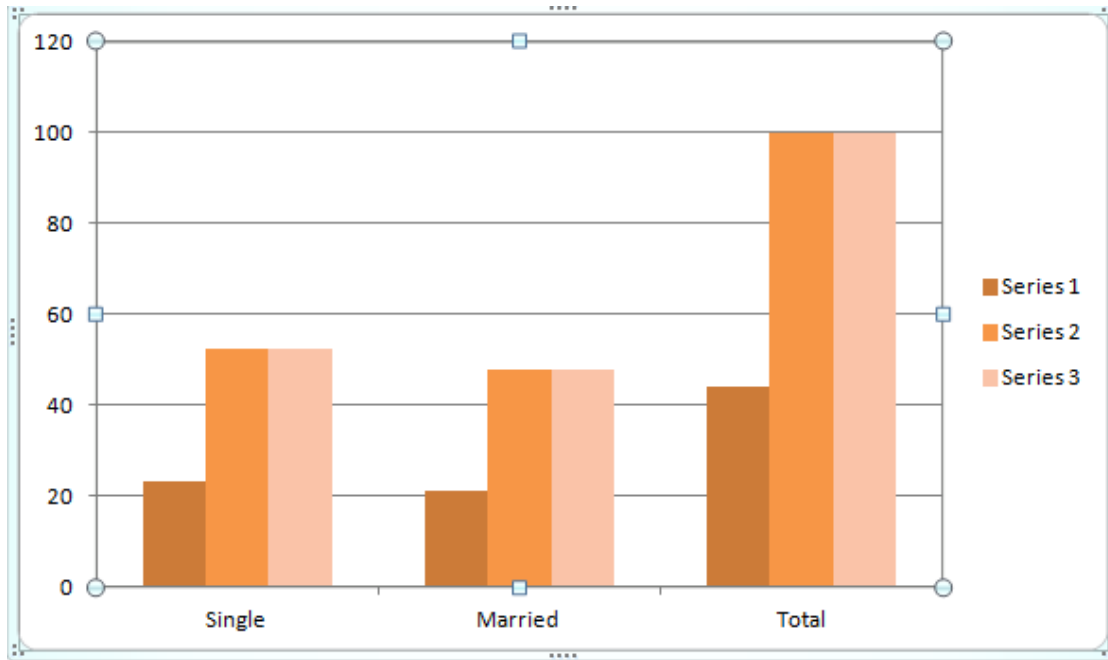


Figure 4.3 show the bar graph of table 4.3

TABLE 4.4 Respondent by level education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	9	20.5	20.5	20.5
	Batch	28	63.6	63.6	84.1
	Master	7	15.9	15.9	100.0
	Total	44	100.0	100.0	

According to table 4.4 above this shows the level education 9 of Diploma respondent were answered 20.5% and 28 bachelor of respondent were 63.96%. While 7 master of respondent were 15.9%.

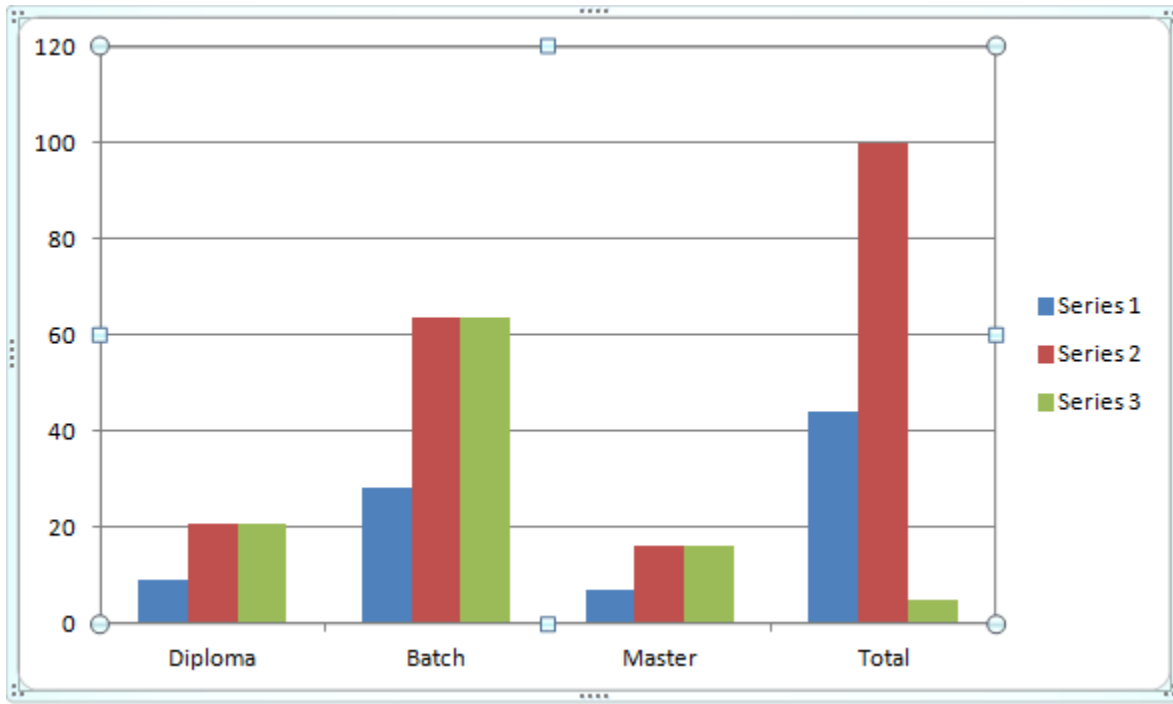


Figure 4.4 shows the bar graph of table 4.4

TABLE 4.5 Respondent by level Working Years

	Rate	Percent	Rate Percent	Collective Percent
Useable Fewer then 1 year	8	18.2	18.2	18.2
1 Year	5	11.4	11.4	29.5
2 Year	10	22.7	22.7	52.3
More then 3 Year	21	47.7	47.7	100.0
Total	44	100.0	100.0	

From above table 4.3 18.8% of the respondents working less than 1 year, 11.4% of the respondents working 1 year, 22.7 of the respondents working 2 year, 47.7 % of the respondents working more than 3 year.

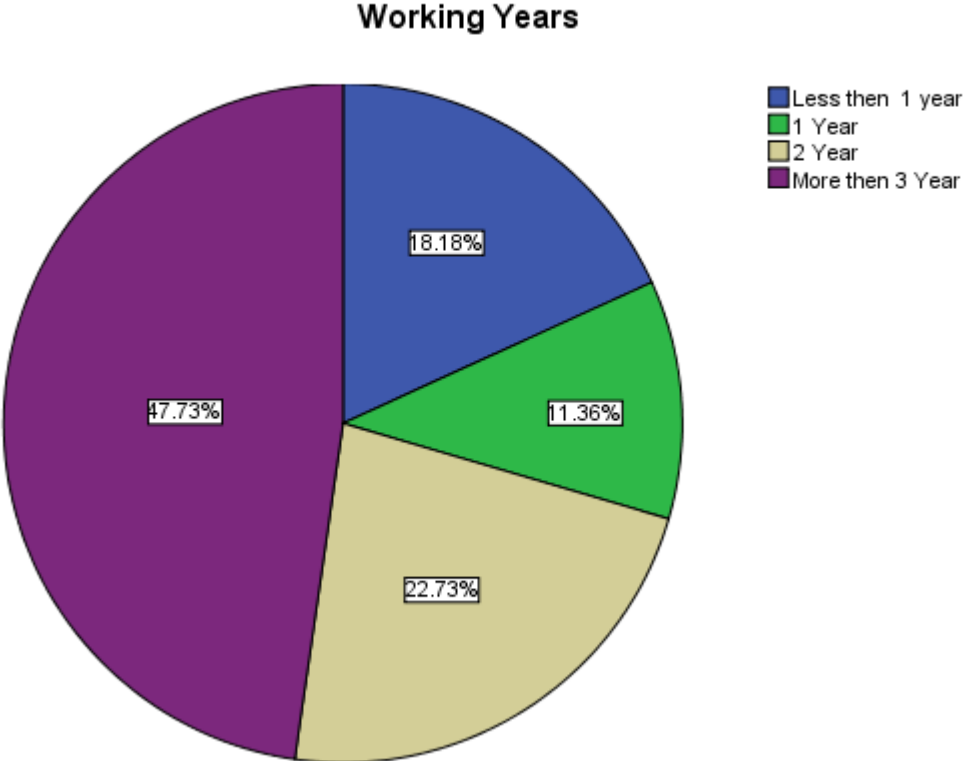


FIGURE 4.5 shows the bar graph of table 4.5

TABLE 4.6 Respondent by the way of management communicate to the employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Direct	10	22.7	22.7	22.7
Indierct	25	56.8	56.8	79.5
Others	9	20.5	20.5	100.0
Total	44	100.0	100.0	

From above table 4.3 22.7% of the respondents communicate directly, 56.8% of the respondents communicate indirect, 20.5% of the respondents communicate other forms.

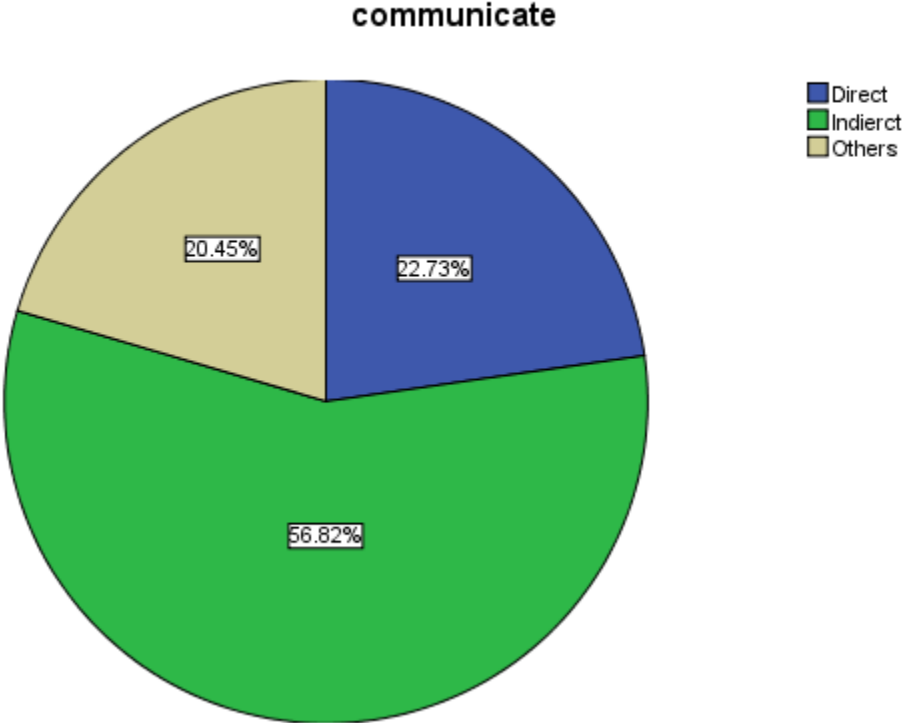


FIGURE 4.6 shows the pie graph of table 4.6

TABLE 4.7 Respondent by the ways of management evaluate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Level of execution	10	22.7	22.7	22.7
Quality of work	15	34.1	34.1	56.8
Level of creativity	11	25.0	25.0	81.8
Others	8	18.2	18.2	100.0
Total	44	100.0	100.0	

From above table 4.3 22.7% of the respondents level of execution, 34.1% of the respondents quality of work, 25.0% of the respondents Level of creativity, 25.0% of the respondents other methods.

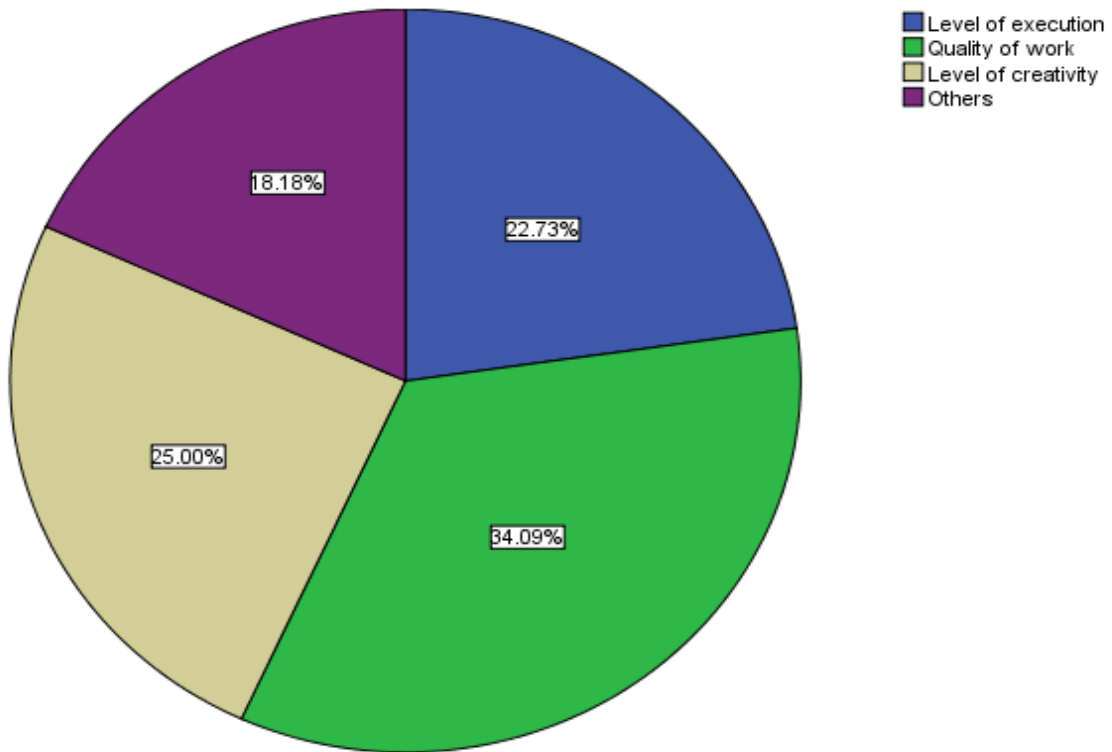


FIGURE 4.7 shows the pie graph of table 4.7

TABLE 4.8 Respondent by employee performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	30	68.2	68.2	68.2

No	14	31.8	31.8	100.0
Total	44	100.0	100.0	

From above table 4.3 68.2% of the respondents says yes, 31.8% of the respondents says no.

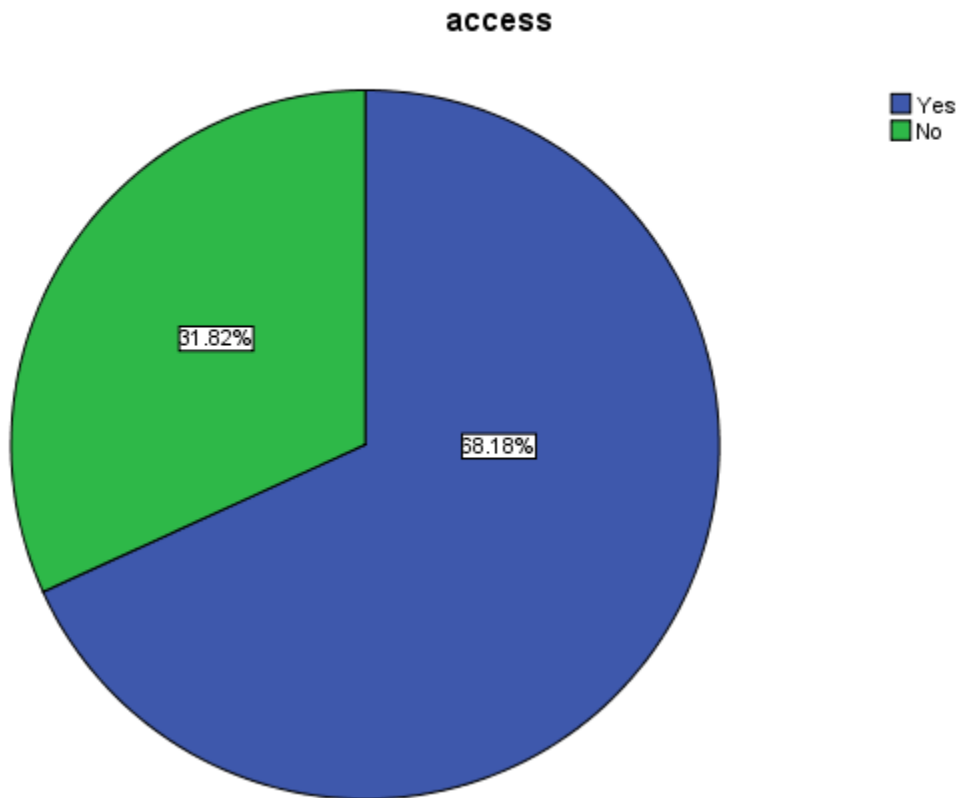


FIGURE 4.8 shows the pie graph of table 4.8

TABLE 4.9 Respondent by level of employee performance in private sector companies

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

Valid	High	30	68.2	68.2	68.2
	Medium	12	27.3	27.3	95.5
	Low	2	4.5	4.5	100.0
	Total	44	100.0	100.0	

From above table 4.3 68.2% of the respondents says employee performance high, 27.3% of the respondents employee performance medium, 4.5% of the respondents employee performance low.

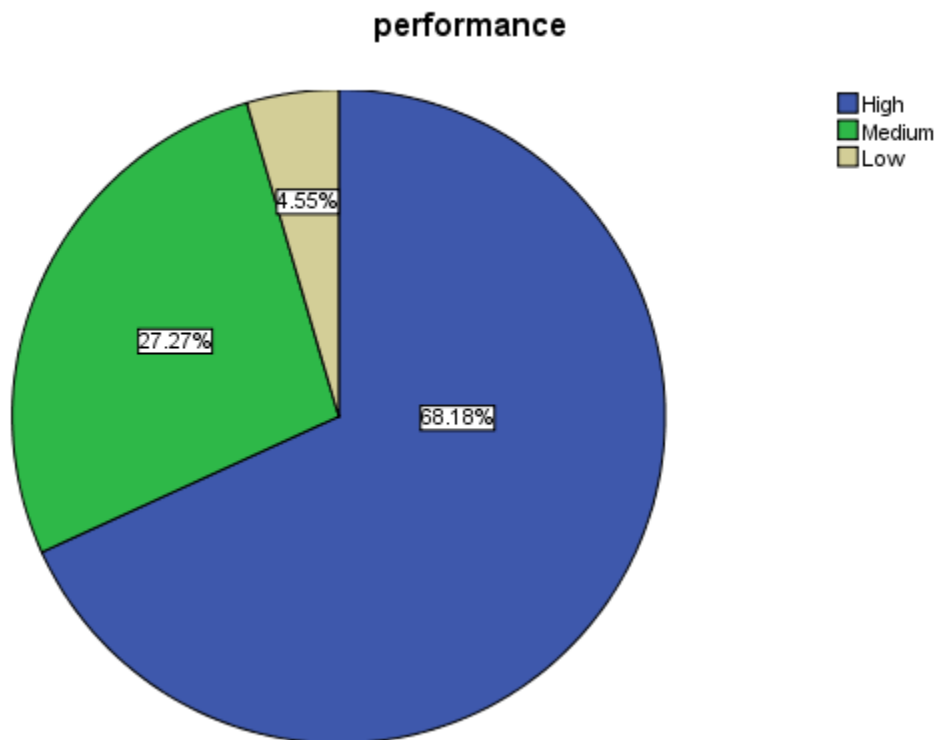


FIGURE 4.8 shows the pie graph of table 4.8

TABLE 4.9 Respondent by level of management control system in private sector companies

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High	28	63.6	63.6	63.6

Medium	16	36.4	36.4	100.0
Total	44	100.0	100.0	

From above table 4.3 68.2% of the respondents says management control system high, 28% of the respondents management control system medium.

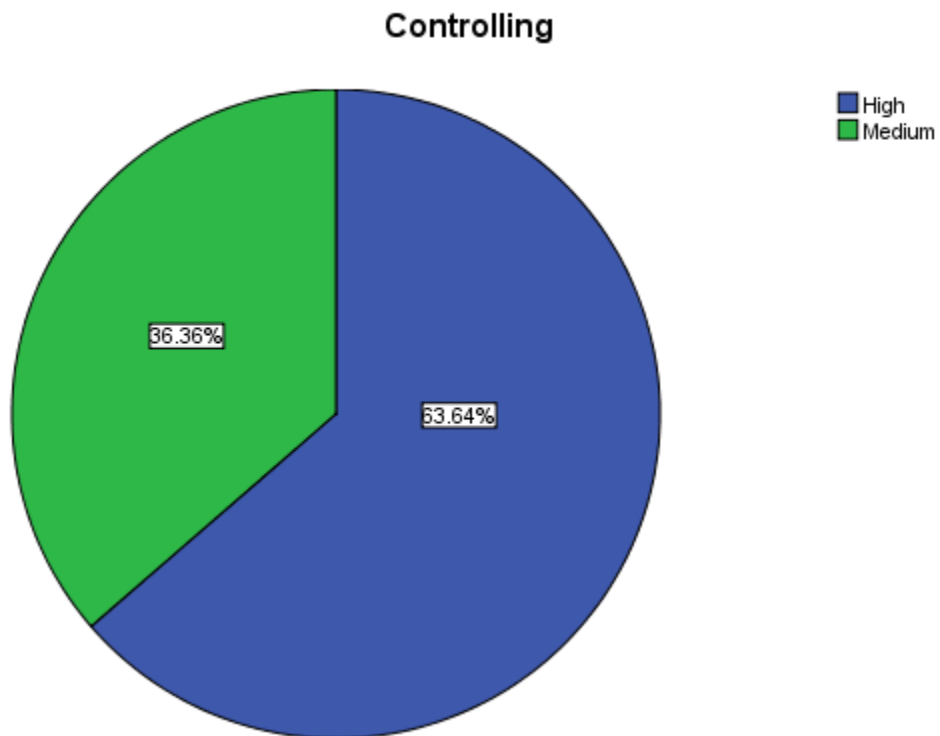


FIGURE 4.9 shows the pie graph of table 4.9

CHAPTER FIVE

FINDING, CONCLUSION AND RECOMMENDATION

5.1 Over View

In this chapter was discussed the result, inference and recommendation of this study, the first was discussed the major finding of each study as mentioned research objective, secondly the conclusion was draw from finding of the study lastly research that will bring recordation of this study and future research indications,

5.2 Discussion and Findings

This study was determined the objects of the study that are identified to the explore the link between managing control system and employee performance in private sector, to determine the level of management control system in private sector, to control the level of employee show in private sector.

After findings the researchers focused on to discuss the questions were asked the respondents.

Table 4.1 shows that majority of the respondents were male about 77.3% of the total, while remaining 22.7 % were female.

Table 4.2 shows the age of the majority respondents were between (15-20) years old at percentage of 15.9% , and 61.4% were the age9 (21-30) that indicate the majority number and the age of (31-40) were percent of 9.1 and while (41-50) were percent of 13.6%

Table 4.3 shows 52.3% of the respondents marital states were single and while 47.7% of the respondents' were married.

Table 4.4 shows the level education 9 of Diploma respondent were 20.5% and 28 Bachelor of respondent were 63.96%. While 7 Master of respondent were 15.9%.

5.2. Conclusion

This study investigated the impact of management control system and employee performance private sector companies in Mogadishu. It was to know the relationship between management control system and employee performance. This was relation to the problem of the study what is the relationship between management control system and employee performance? To determine the affects of level employees' performance private sector companies in Mogadishu? How does reward and compensation affects on employees' performance private sector companies in

Mogadishu? The study specifically sought to find out how cultural control affects employees' performance private sector companies in Mogadishu to explore how reward and compensation effects on employee's performance private sector companies in Mogadishu to determine relationship between management control system and employees performance of private sector companies in Mogadishu.

In determining the feasible findings of the study the researcher took into consideration a total number of 40 respondents as the study sample. Demographically, according to the study findings more males were involved in the research compared to the females.

The findings of the research are the relationship between the variables of the study was the executives control framework as free factor and representative execution as dependent variable. Also the researcher find out that management control system has positive effect on employee performance. .

The main factors that effect of employees' performance were low salary, lack of compensation, lack of promotion and advancement. The strategy that support of employee performance are Job aid, Supervisor support and Physical workplace a physical workplace can result a man to fit or maverick to the earth of the working environment since representatives are the spine of any organization.

5.3 Recommendation

From the findings, the researcher suggested the following recommendation to private sector companies in Mogadishu for their human resource department. As it related the impact management control system of private sector companies in Mogadishu:

Private sector companies should be aware the main factor that increase employees performance be because employees are the backbone of organization's activity so that the companies should take strategies to retain key employee to avoid employees dissatisfaction

In order to resolve the problem of low productivity, companies should give adequate salary, and offers their employees compensation and reward and makes their employees promotion policy and also make their employees training program to enhance their knowledge.

In order to increase employees performance the companies should pursued the following:

Hire the talented employee that fit organization's culture

The new hiring employee should give the employee orientation program

High educations should provide their employees career development in order to learn new skill and to advance their career.

Further research is my precious recommendation because this is critical point for the success of any institutions.

5.4 Recommendation for the future research

- To organize management control system
- To give employees specific duties and rights
- To make monitoring and evaluation
- To give employees job security and job promotion.
- To get employees responsibility due to their job

Appendix1

References:

- [1] Aguinis, H. (2009). *Performance management* (2nd ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- [2] Aguinis, H., Joo, H., & Gottfredson, R. K. (2011). Why we hate performance management—and why we should love it. *Business Horizons*, 54(6), 503—507.
- [3] Ainspan, N., & Dell, D. (2000). *Employee communication during the mergers*. New York, NY: Conference Board.
- [4] Appelbaum, Madelyn. & Armstrong Sharon. (2003). *Stress free Performance Appraisal*. USA: Career Press Publication, p. 9
- [5] Armstrong, M. & Baron, A. (1998). Out of the box. *People Management*, 23, 38–41.
- Armstrong, M. and Baron, A. (2004) *Managing performance: performance management in action*.
- [6] Arnold, H. J., & Feldman, D. J. (1982) A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*, 67(3), 350-360. (3)
- [7] Ashford, S.J. and Cummings, L.L. (1983), “Feedback as an individual resource: personnel strategies of creating information”, *Organizational Behavior and Human Performance*, Vol. 32, pp. 370-98.
- [8] Bacal, R., (1999). *Performance Management. A Briefcase Book*. McGraw-Hill. New York.
- Bartol, K.M., Srivastava, A., 2002. Encouraging knowledge sharing: the role of organizational reward systems. *Journal of Leadership and Organization Studies* 9, 64–76.
- [9] Baskin, O., Aronoff, C., & Lattimore, D. (1996). *Public relations: The profession and the practice* (4th ed.). New York, NY: McGraw-Hill Humanities/Social Sciences/Language.
- [10] Baum, C. F. (2011). *Introduction to Stata*. Faculty Micro Resource Center,
- Bevan, S & Thompson, M (1991). Performance management at the crossroads. *Personnel Management*, 23, 36-39.
- [11] Bhatti, K. K., & Qureshi, T. M. (2007). Impact Of Employee Participation On Job Satisfaction, Employee Commitment And Employee Productivity. *International Review of Business Research Papers*, 3, 54 – 68
- [12] Bill Millar (2007). *Building an integrated talent management strategy*. Briefing Paper from the Economist Intelligence Unit, 8.

