



DISSERTATION PAPER

On

The Role of Higher Education towards Employee Work
Performance of Salam Somali Bank

SUBMITTED TO

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Letter of Transmittal

Date: 19 May 2018

To: Mr. Shiekh AbdurRahim

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Subject: Submission of Dissertation Paper on “The Role of Higher Education Towards Employee Work Performance of Salam Somali Bank.”

Dear sir,

I am very pleased to submit my Dissertation Paper on “The Role of Higher Education Towards Employee Work Performance of Salam Somali Bank”. I have tried to best of my sincerity and effort to prepare the report covering the aspects of the topic as per your instructions & suggestions.

I have tried my best to gain practical experience and tried to reflect the same in this report with limited scope and knowledge. I wish your kind hearty consideration, if there is any deviation in my report.

I want to thank for your friendly coordination to prepare my internship report successfully.

Sincerely Your

.....

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Letter of Authorization

I hereby declare that this submission is my own work in completion of the program of Business Administration, Major in HRM, it is my work and it contains no material previously published by another person nor it has been accepted for the award of any other degree of the university, except where due acknowledgement has been made in the next.

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Latter of Acceptance

This is to certify that Najib Abdi Anod a student of MBA ID: 172-14-2407 has successfully prepared Dissertation Paper on “The Role of Higher Education Towards Employee Work Performance of Salam Somali Bank” under my supervision. The data and findings presented in this internship report deem to be authentic. Thus, it has been accepted for presentation in the defense.

I wish him happiness, good health and every successs in life.

.....

(Mr. Shiekh Abdur Rahim)

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ABSTRACT

This study aims to investigate the role of quality in high education towards employee work performance. This study were employed quantative research design data were collected through instrument of questionnaire total 100 respondents from operation, Hrm managers and general directors for Salam Samali Bank. On the finding of the study it shows that the Salam Samali Bank have qualify workers who are equipped the skills to perform and maintain their works, In addition to the study found that the Salam Somali Bank they are not satisfy the service quality that the universities in Mogadishu would provide. And also On other finding the study found that old graduates are better than the new gradates on work performance, as well as the old workers are better than the new workers for the preparing and reporting the information on time, performing the tasks, effectively and efficiency, in addition to the study found, that the new workers or employee are superior using the new technology on workplace. Finally the study would suggest a recommendation that the Mogadishu high education institution directors should to maintain and control the quality of education to enhance the performance of new graduates in the workplace. Moreover, the researchers suggest the management would have positive incentives related to the employee work performance and giving the reward to reduce the failing at the workplace.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The expansion of higher education has been at the top of many government agendas, as evidenced in the arguments above. However, recent serious concerns have been expressed about the quality of the education and the ability of graduates to meet the needs of work (Teicher, 2003; Elias & Purcell, 2004; MINEDUC, 2010). Although there is growing recognition of the potentially powerful role of higher education in growth, there is also a public perception that educational quality is compromised in the effort to expand enrolment, growing complaints by employers that graduates are poorly prepared for the workplace, and increasing competition in the higher education market place as numerous private and transnational providers enter the scene (Materu, 2007).

Accordingly, to study by NCHE, (2007) higher education is associated with meeting the nation's needs, which relates to the notion of quality as fit for purpose in Rwandan higher education (National Council for Higher Education) -and bridging the gap between higher education and working life. The graduates' relevance to the labor market is presently a concern of the government, employers and those involved in higher education provision (MINEDUC, 2010). This view on the role of higher education is evident in the recent shift to the Bologna modular system as a means to increase the quality in learning. Here, the aims are for students to engage in independent learning and critical thinking and empower themselves by taking responsibility for their own learning (NCHE, 2007).

According to study in Somalia by Heritage, (2013) There are now close to 50 higher education institutions (HEIs) of different sizes and different capacities functioning across the country and enrolling over 50,000 students. The exponential growth of the higher education sector, especially given the prolonged periods of insecurity experienced in parts of the country, challenges conventional wisdom that social and economic development ceases in the absence of a central government. The absence of a central government and strong local authorities in Somalia has enabled and encouraged the privatization of the higher education se

High education institutions and Service quality has different definitions but all these definitions may provide nearly similar meanings. The following could be the most commonly used definitions. According to Karapetrovic and Willborn (1997) defined quality of education as „the ability of student“s knowledge to satisfy stated requirements“ – those requirements being set by employers, accrediting bodies, professional societies, etc. However, the diverse product/service mix that a university provides to internal and external „customers“ requires a broader definition.

Higher education is a sub-sector of a country“s educational system in which development cooperation can be carried out to contribute to capacity development and thus poverty reduction in a given society or country. The term “higher education” refers to the tertiary education sector and mainly to courses of study that prepare students for scientific and research-oriented careers, as well as careers that call for a high level of professional qualifications. Some study courses are oriented toward specific and more practical, technical skill sets. (Elisabeth Frog, Michaela Flenner, Reinhold Gruber, 2009).

Higher education is formal education that is provided by an institution of higher education and whose successful completion is marked by conferring a university degree, i.e. a bachelor's, masters, doctorate or other diploma. Admission to an institution of higher education (i.e. a college, university or the like) generally requires a secondary school certificate or equivalent qualifications. Unlike higher education that mainly focuses on technical and theoretical matters, vocational training prepares students to practice a specific trade or profession. (Elisabeth Frog, et al, 2009)

According to Dyson, Farr; Hollis, (1996) the service quality is so called the better and standardized output delivered by a service. The service quality in the educational sector particularly in the higher educational institutions is the fundamental aspect of educational excellence. The driving force behind service quality in the private sector is competitive advantage. The cultivation of service quality is directed towards winning and retaining customers, while also pursuing error reduction as a means of cost reduction. Service quality is seen, almost universally, as perceived (by the customer) service quality. The link with satisfaction is relevant since customer satisfaction is presumed to influence repurchase intentions and through this customer retention and increased profitability. The private sector is also, in the main, untroubled by questions about customer identity. The user of the service is usually the person paying for it (Galloway, 1998).

The concept of high education and quality adopted in this study is derived from the Elisabeth Frog, et al,(2009), Higher education is a sub-sector of a country's educational system in which development cooperation can be carried out to contribute to capacity development and thus poverty reduction in a given society or country. The term "higher education" refers to the tertiary

education sector and mainly to courses of study that prepare students for scientific and research-oriented careers, as well as careers that call for a high level of professional qualifications. Some study courses are oriented toward specific and more practical, technical skill sets.

This scenario point to need of tool of high education growth and service quality for the students the academic administrations and instructors developed or improved the quality of the high education, students in Somali universities are still seem to be in an ineffective level regarding to their educational quality, Therefore this research tries to investigate the role for the high education expansion towards quality of Somali students in Mogadishu.

1.2 STATEMENT OF THE PROBLEM

In today's competitive environment, it is becoming more difficult for universities to enhance and maintain a competitive advantage in their own target markets (Cubillo-Pinilla, 2009). In public as well as in private sectors, the quality of education is an important factor that is considered for attracting and retaining the students who want to get higher education (Malik, Danish, and Usman 2009).

In Somalia after the collapse of central government in 1991 the absence of a central government and strong local authorities in Somalia has enabled and encouraged the privatization of the higher education sector. In the lack of regulation by governing authorities in all three regions and the low capacity of teaching staff, the quality of education has suffered considerably"(Hiritage,2013).In Somalia higher education institutions have experienced weakness in educational quality because of the less sufficient of quality control committee umbrella and no network or association exists to monitor or regulate the quality of instruction in the newer universities, which

are clearly not yet up to the recognized international standards for higher educational institutions (Cassanelli, Abdikadir, n.d)

Therefore there is no clear evidence concerned the appropriate practice of quality of higher education towards employee work performance in Salam Somali Bank. Therefore, this study tries to investigate the role of higher educational expansion towards quality of work performance Salam Somali Bank.

1.3 SIGNIFICANT OF THE STUDY

This study is an important for Banking institutions in Somalia and potential researchers. *First* this research could be helpful for the institutions as the findings and the recommendations provided in the conclusion of this research could clarify the area of weaknesses in quality systems (if any). As a result, this could help higher educational institutions to take informed corrective actions. *Second* this research is also useful to any potential researchers who are interesting to make further study on this topic.

1.4 PURPOSE OF THE STUDY

This study intends to explore the investigate the role of higher educational quality towards work performance in Salam Somali Bank.. It also investigates the best practice of higher education system and quality control. and makes suggestions of what seems based on literature and empiricals.

1.5 OBJECTIVES OF THE STUDDT

- To explore the role of higher education towards the work performance of employee.
- To observe the educational factors that affect employees performance in Salam Somali Bank
- To examine the condition of old and new employees on work performance in Salam Somali Bank.

1.5.1 QUESTIONS OF THE STUDY

- What is the role of higher education towards the work performance of employee?
- What are the educational factors that affect employees performance in Salam Somali Bank ?
- What is the conditions of old and new employees work performance in Salam Somali Bank?

1.6 THEORETICAL AND ANALYTICAL FRAMEWORK

Within this study, the researcher use a theoretical framework that is applicable for topic and also to the objectives of the study. Therefore, this study used SERVQUAL model because of this method is based on the gap between “expected” and “perceived” service quality will determine the customers overall service evaluation (Shekarchizadeh,2011). The SERVQUAL model is developed by Parasuraman,Zeithaml, and Berry, (1985) is adapted in this research to measure the deference Between customers” expected level of service and their perceptions of the actual service perceived. The SERVQUAL model is frequently used and adopted in the Extant literature to evaluate the responents” perceived service quality in the education Industry (Russell, 2005).

1.7 DEFINITION OF TERMS

The role of quality of high education towards work performance in Mogadishu
The variable of the study we measure the variable of this study based on these factors: high education factor we measure facilities equipments, physical plants, and facilities, library and computer laps facilities.

Work performance measures, Efficiency, efficiency, quality, timelines, and productivity.

Effectiveness: A process characteristic indicating the degree to which the process output (work product) conforms to requirements. (Are we doing the right things?)

Efficiency: A process characteristic indicating the degree to which the process produces the required output at minimum resource cost. (Are we doing things right?)

Quality: The degree to which a product or service meets customer requirements and expectations.

Timeliness: Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. The criterion is usually based on customer requirements.

Productivity: The value added by the process divided by the value of the labor and capital consumed.

Safety: Measures the overall health of the organization and the working environment of its employees.

1.8 LIMITATIONS OF THE STUDY

This study suffers from several limitations. The scope of the study was being limited in Mogadishu and also this study being limited only 100 potential respondents. There are many of banks in Mogadishu but this study focusing only one bank in Mogadisho. The survey instrument used in this study is questionnaire only rather than other instruments.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter presents the review of literature related to the variables, it indicates *six sections*: the *first section* is the Quality of education on work performance, the *second section* is employee performance related studies, the *third section* is related studies, *fourth section* is theoretical frame work, *fifth* Summary, and the *last section* is for the conclusion.

2.1 Quality of education on work performance

The role of service quality in higher education (HE) has received increasing attention during the last two decades. HE institutions should ensure that all services encounters are managed to enhance consumer perceived quality. While there is a consensus on the importance of service quality issues in HE, the identification and implementation of the right measurement instrument is a challenge that practitioners who aim to gain a better understanding of the quality issues of students' experiences face. In fact, the use of the most appropriate measurement tool would help managers to assess service quality provided by their institutions, thus having the ability to use the results to better design service delivery (Brochado,A, 2009).

Higher Education Institutes (HEIs) are experiencing pressures from rapid technological change and quality issues have drawn the interest of academics and practitioners. As a result, they have been forced to adopt more competitive ways of recruiting both students and staff. The success of the quality management systems' change and the necessary transition in quality culture of HEIs depends on the ability of academic leaders to handle crisis and

to build a strategy supportive culture with the contribution of all the participants (Trivellas, B & Dargenidou, D 2009).

Quality of education depends on a lot of issues. The broad areas are management, teaching quality, faculty resources, quality intake, method of teaching, technology support, update curriculum, direct and indirect infrastructure, etc. With all these, university should have specific mission and vision to its goal (Abu Nasser, n,d). The service quality in the educational sector particularly in the higher educational institutions is the fundamental aspect of educational excellence (Malik,M, E, Danish,R, Q & Usman, A, 2010). Indeed current initiatives require that an awareness of the issues associated with quality be pervasive. This implies that every member of an institution's staff has an appreciation of the quality mechanisms in operation in the institution and has an understanding of how they can contribute to the quality of the educational experience offered to students within the institution (Rowley, J, 1995).

Higher education is perceived as an important form of investment in home capital development. Higher education institutions are charged with formation of human capital through teaching, building knowledge base through research and knowledge development, and dissemination and use of knowledge by interacting with the knowledge users.(Okwakol 2009)

Higher education is becoming increasingly competitive in terms of students, staff and resources. Because of the increasing demand for access to it by the masses, it has shifted from being the service of elite that it was, to a service open to the masses. Until 1987, for instance, there was only one public University in Uganda with about 10,000 students; today there are five public

and about 24 private Universities with a total of over 300,000 students. (Okwakol 2009).

Quality is a general attitude whilst, satisfaction is linked to an operation completed through a series of transactions dealing with an assessment of quality. Universities graduates may think of how well a service fared given they have some notion of a perceived quality of the service (Nasser, et al 2005). Quality has various meanings attached and the focus varies from one educational setting to another. Among the various elements of TQM, customer focus, process orientation and continuous improvements are the most common philosophies that have direct implications for teaching and learning in higher education (Venkatraman,S, 2007).

As a result of growing interest in quality systems as a means of accreditation and accountability in higher education, conceptions and approaches to quality are being reviewed in various ways for numerous contexts of national and international interests (Mizikaci, F, 2006). The concept of quality has a great challenge for the survival and growth of all corporate bodies. These growth and survival demands are further deepened by the need to attract and retain customers, as customers are the main focus of any successful business. Business success depends on a firm's understanding and meeting customers' needs and demands. Quality as a systems approach is used especially in the context of higher education. According to the systems approach, the core elements of program evaluation should be analyzed in input, process and output stages. However, the quality approaches differ in terms of the concepts of management and program, emphases given to customer satisfaction, data sources and decision-orientation (Mizikaci, F 2006).

It is very important to understand that the concept of quality in higher education and customer needs are constantly in an interoperable and multi-functional connection based on changing trends and ongoing processes socio-economic of development of society .This does not mean that we have to see students under the notion that customer is always right and definitely we should realize their demand (Spanbauer, 1995).

According to Amiri et al., (2011) point out that learning at an individual level enhances human capital, that group learning increases social capital, and that organizational learning enhances structural capital. The human capital has been defined as the combined knowledge, skill, innovativeness, and ability of the organization’s employees to meet the task at hand Bontis (2000). Roos et al., (2001) stated that human capital comprises of competence, skills, and intellectual agility of the individual employees. According to Stewart (2003) the human capital as “the capabilities of individuals required to provide solutions to customers” and according to Stewart the human capital is the cream of the intellectual capital. Gruian has the view (2011) that the human capital refers to the knowledge, skills and abilities of employees, i.e. professionalism, efficiency and effectiveness in improving business productivity. Allameh et al. (2010) points out that the human capital refers to the abilities, competences, and know-how of human resources. Ngah and Ibrahim (2009) point is that human capital can be divided into three dimensions: capability and potential, motivation and commitment and innovation and learning.

Ngah and Ibrahim (2011) state that human capital of one organization to another organization is totally different and that makes it difficult to imitate,

difficult to copy, rare and non-replaceable. In the words of Handzic and Ozturk (2010) “the human capital is the major strength of institutions or organizations to prosper”. Zamboni claim that (2002) human capital is not owned by the organization, it is only rented for the period the employees spend in the organization. Human capital goes with individual when he or she leaves the organization or institution according to Sharabati et al. (2010).

Van Vugt (2006) states that: „In ancestral environments, some situations required the possession of unique and specialized knowledge, for example, where to find a waterhole that has not yet dried up. Knowledge about where to go would have been more likely to be held by older or experienced individuals” and thus experience will make a person perform better and hence dependable. In the present time, evidence for this link between knowledge, experience and performance can still be found in professions that require a considerable amount of specialized knowledge and experience, such as in science, politics, and arts (Van Vugt, 2006). The study (Mujtaba and Kaifi, 2008), shows that Afghan leaders have higher scores on the relationship orientation which relates to better performance. This indicates that the leaders with some specialized knowledge or skill in psychology can perform better as leaders. On his study on the school principals, Nsubuga (2009) claims that education and experience brings about a change in the leadership attitudes and hence performance. Cagle (1988) has regarded experience and education as factor that determine the leadership style and performance. Katozai (2005) argued that knowledge is a chief weapon that makes a person effective as a leader and therefore a leader should be educated, experienced and qualified. Nsubuga (2009) concluded that unless principals are well equipped with

knowledge and skills in management and leadership, they would not be effective.

Apart from the professional and academic knowledge, it is commonly believed that experience might play important roles on the performance of individuals. In many cultures, the myth is that as people get wiser due to more exposure and experience.

For example in African culture, experience is considered as a priority for leadership positions in different organizations (Ahiazu, 1989). Trompenaars (1993) viewed that leadership styles and performance of individual differ from culture to culture and country to country depending upon life patterns, beliefs and value system or otherwise on the knowledge and experience of the people.

Finally from the work of Belal A. Kaifi, Bahaudin G. Mujtaba (2010) on their study on Afghans and Americans, they had concluded that - education and experience – indeed have their impact on the performance of individuals. Hence, it was considered very important to investigate the influence of experience and educational qualification on the leadership styles of the workers and therefore the investigation was carried out.

2.1.1 Facilities Equipment and Physical Environment

Facilities include buildings, grounds, utilities, and equipment, and will typically represent the majority of an entity's capital asset. However, facilities are normally designed or selected based on the needs of operation processes of the organization. The features of facilities normally reflect the specific needs of occupying organization and occupants, thus as substantial part of the resources used during the transformation from input to output within office-

based organizations, facilities can have a significant impact on organizational performance (Hasbullah, A 2001; Kasim, R. 2013).

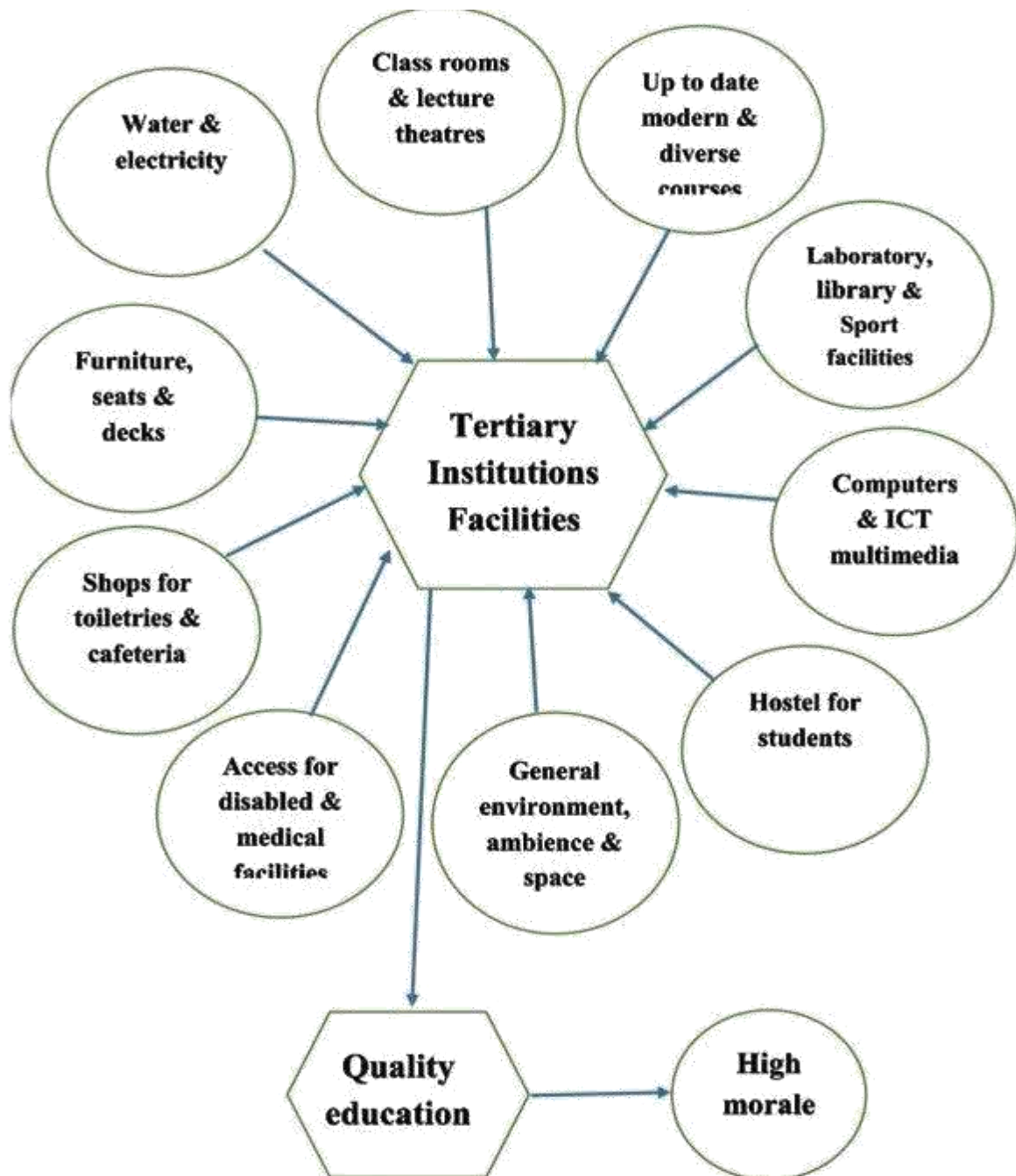
The learning environment in the higher institutions is generally different from the primary or secondary education. Every higher education is built to serve the tertiary education to student based on the various programs offered and therefore, the design and facilities provided in the higher institutions must suit the objectives of the education programs (Dilanthi, A. and David B. 2000). However, Universities worldwide are facing increasing pressures to produce 'knowledge workers', to respond to perceived competition dynamics, and to maintain and improve quality standards (Khalil, N. Husin, H.N. & Nawawi, 2012).

In Nigeria, there is a growing concern by the public on the quality of university education and the relevance of the universities curriculum to national development. Part of the problems attributed to these setbacks include: poor funding; lack of infrastructures, lack of frequent curriculum review, inadequate staff training and welfare, students overpopulation, frequent strikes by both the academic and supporting staff and so on. It is very unfortunate that necessary facilities such as sufficient power supply, enough and decent lecture halls, basic chemicals and equipment in laboratories and properly equipped libraries are lacking. Obviously, public universities in Nigeria need to improve a lot in order to parallel the global standard in imparting knowledge, conducting applicable researches, and be responsive to the needs of our socioeconomic development. Planning and design of education facilities for schools, polytechnic, colleges and universities, has vital impact on education outcomes. Inadequate structures and facilities,

inadequate housing, overcrowded classrooms and inadequate of reading materials. (Bello Muktar, 2007; Babatofe, B.A. 2010; Ogundele.M, 2013).

Many business organizations and institutions, especially those who are in service sector such as higher educational institutions are trying to identify the challenges in competitive environment regardless of their size and age they have to rethink their organizational processes and strategies, to be successful in the 21st century all higher educational institutions have to be strongly customer focused. Customer satisfaction is the indispensable part of a successful business. Understanding the customer needs and responding quickly to fulfill their changing needs and expectations is one of the Total Quality Management (TQM) basic approaches. For many HEI's the process of implementing quality standards means fundamental changes in organizational culture and in the leadership management approaches. (Wright, 2008).

Fig: 2.1. facilities in tertiary institutions



Source: Bakare (2009)

The researchers they have different opinion on the higher education facilities and physical environment.

Hasbullah, A (2001); and Kasim, R. (2013). came to the conclusion that The features of facilities normally reflect the specific needs of occupying organization and occupants, thus as substantial part of the resources used during the transformation from input to output within office-based organizations, facilities can have a significant impact on organizational

performance. **However** Wright, (2008) found that For many HEI's the process of implementing quality standards means fundamental changes in organizational culture and in the leadership management approaches. **While** Bello Muktar, et al.(2007) concluded that Planning and design of educational facilities for schools, polytechnic, colleges and universities, has vital impact on education outcomes. Inadequate structures and facilities, inadequate housing, overcrowded classrooms and inadequate of reading materials. *substantiate the claim that facilities and environment of high education Mr. Wright, findings appear to differ from the Kasim and Bello Muktar, this concluded that Wring HEI quality are basic on organizational culture and leadership, while Kasim and Bello founded effective features and facilities equipment has vital impact on institutional performance.*

2.1.2 Academic staff, lectures on Quality

Quality and in particular quality in teaching is on the lips of every senior manager in higher education. Indeed current initiatives require that an awareness of the issues associated with quality be pervasive. This implies that every member of an institution's staff has an appreciation of the quality mechanisms in operation in the institution and has an understanding of how they can contribute to the quality of the educational experience offered to students within the institution. Mechanisms and frameworks for ensuring quality vary from one institution to another, but there are some key underlying and common issues.(Rowley, J. n.d.).

Higher Education should be guided through Total Quality Management (TQM) principles and core concepts by the leadership of top management in order to achieve excellence (Kanji and Tambi, 1999). TQM model is

considered as an integrated system of principles, methods and best practices that will provide a framework for organizations to strive for excellence in everything they do (Srdoc et al., 2005). The concepts and principles of TQM, which are effectively used in today's competitive production and business environments, have become indispensable in today's business of higher education (Hwarng and Teo, 2001). It is precisely because of concerns of a loss of academic quality and rigor and a decreasing student focus that many institutions are exploring TQM (Lawrence and McCollough, 2001)..

Higher education plays an essential role in society by creating new knowledge, transmitting it to students and fostering innovation. Quality teaching in higher education matters for student learning outcomes. But fostering quality teaching needs higher education institutions to ensure that the education they offer meets the expectations of students and the requirements of employers, both today and for the future (Hénard and Roseveare 2012).

It is now well established that the quality of teacher education is perhaps the most important factor for improving educational outcomes for students. Increasing academic requirements for higher levels of learning necessitate better qualified teachers. High quality teachers are described as having some combination of the following attributes: pedagogical knowledge, subject area content knowledge, skills and attitudes necessary for effective teaching, strong understanding of human growth and child development, effective communication skills, strong sense of ethics, and capacity for renewal and ongoing learning (Burns 2010).

The success of any education system depends on the quality of teachers, which, in turn, depends on the effective teaching / learning process. Teachers' role is of vital significance for the development of society and

appropriate changes in the society. Thus, the quality of higher education depends upon quality of those who impart it. Teachers are the most important components of any educational system. Teachers play most crucial role in the development of the education system as a whole and also in imparting and maintaining the standards of higher education. In the present scenario, the 'personality' of the teachers has deteriorated. Teaching is considered as one of the noblest professions but unfortunately this profession is losing its status in the society because of modernization, political influence, castes", corruption and other unfair means. For many teachers, especially in medical and dental sciences, teaching profession has become easy source of earning money. Making many money by unfair means like malpractices in examination resulted in decline of the quality of teaching values. (Basavraj S. Nagoba, S. B. 2015).

The researchers do not agree the academic quality and lectures quality on HEI.

After studying Rowley, J.(n.td) concluded that the senior managers for high education and every member of an institutions staff has an appreciation of the quality mechanisms, **while** Kanji and Tambi,(1999) found Higher Education should be guided through Total Quality Management (TQM) principles and core concepts by the leadership of top management in order to achieve excellence. **On other hand,** Hwarng and Teo,(2001). Came to the conclusion It is precisely because of concerns of a loss of academic quality and rigor and a decreasing the quality of students. **More ever,** Burns, (2010). concluded that the quality of teacher education is perhaps the most important factor for improving educational outcomes for students. **However,** Basavraj S. Nagoba,(2015). Summarized that The success of any education system

depends on the quality of teachers, which, in turn, depends on the effective teaching / learning process.

The opinion of literatures among academic quality and lectures on high education institutions are: Rowley , Basavraj & Nagoba findings appear differ from Kinji & Tambi, towards quality of high education management.

2.2 Employee performance

Employee performance Performances can be separated in organizational and employee performance.

An employees' performance can also be determined as a person's ability to perform also including the opportunity and willingness to perform as well. The meaning of willingness to perform means that the desire of the employees in putting as much effort towards their job (Eysenck, 1998). However, Howell and Hall-Merenda (1999) has a different point of view regarding this employees' performance. Howell stated that employees' performance is all about social standing which also related to the point of view that being stated by Greenberg and Baron (2000). Greenberg and Baron had stated that it gives a positive impact on the relationship in between of the job performance and also the vocation. There are several factors that being described by Stup (2003) towards the success of the employees' performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. Stup (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. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task.

There are two types of employees' behavior that could lead to the employees' performance (Borman & Motowidlo, 1993). The two types of employees' behavior are the task performance and also the contextual performance (Kiker & Motowidlo, 1999). According to Motowidlo and Van Scotter (1996), a task performance can be measured by seven criteria and based on the result of the job analysis; it could be used for the identification of task and behavior of the employees. In the other hand, in term of the contextual performance, based on the previous study, twentyfive contextual performances were generated. Some tools had been generated and being implemented in the city. As to monitor the employees' performance effectively, a system should be implemented. This system is called the employees' review system. This system usually consist of on-the-job coaching, performance appraisals, counseling session, interviews and also the performance improvement plans which shows the improvement of employees performance (Stark & Flaherty, 1999).

Employee performance is also known as job performance. However, it seems that job performance is mostly subjectively measured in organizations and it will appear that there are few alternative options.

Many executives are under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's compensation package. Although compensation package is one of the extrinsic motivation tool (Ryan & Deci, 2000) it has a limited short term effect on

employees" performance. A widely accepted assumption is that better workplace environment motivates employees and produces better results. Office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. An organization"s physical environment and its design and layout can affect employee behavior in the workplace. Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Stallworth and Kleiner (1996) argue that increasingly an organization"s physical layout is designed around employee needs in order to maximize productivity and satisfaction. They argue that innovative workplaces can be developed to encourage the sharing of information and networking regardless to job boundaries by allowing communication freely across departmental groups. Statt (1994) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson and Chang, 2004). Ensuring adequate facilities are provided to employees, is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Weiss, 1999; Wise, Darling-Hammond and Berry, 1987) as well as levels of job satisfaction and

the perception of fairness of pay (Bockerman and Ilmakunnas, 2006). From a safety perspective, Gyekye (2006) indicates that environmental conditions affect employee safety perceptions which impact upon employee commitment. Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity. The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Patterson et al., (2003) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity. Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment. (Sekar, C.(2011).

There are various literature that defines different factors that influence the performance of the employees. Haynes (2008) explains the behavioral office environment behavioral components of the office environment that have the greatest impact on office productivity. In all of the work patterns, it was found that interaction was perceived to be the component to have the most positive effect on productivity, and distraction was perceived to have the most

negative. As people are the most valuable resource of an organization, and that the management of people makes a difference to company performance (Patterson et al., 1997). The workplace environment factors which lead to engagement or disengagement are illustrated in Figure 1. The factors encourage employees to communicate with each other in the workplace.

2.2.1 Effectiveness on work performance

The fundamental concept in each organization is. Effectiveness. Effectiveness is conceptualized in four Considering this categorization, official power and approaches: goal achievement approach (in terms of personal power are related to reward, coercive and fulfillment level of organizational objectives and final respectively achievements of the organization), systematic approach (in terms of ability in using and processing data, its achievement ways and maintaining stability of the Organization , strategic factors approach (in terms of fulfilling expectations of external factors, on which organization stability depends) and competitive values approach (in terms of identifying all fundamental variables which influence the performance of organization and the connection of these variables). Likert (1967) believed that, three causal, mediator and efficiency categories could determine the effectiveness of an organization. Some others have considered effectiveness of an organization as the degree or level of achieving at organizational objectives. Hamidi (2003) stated that organizational effectiveness is rooted in management processes and. successful organizations have three characteristics in terms of organizational design: simple form, few employees and decentralization aiming at efficiency Legitimate power (legal): is the idea of manager's increase.

Management effectiveness is the fundamental basis of organizational effectiveness and is in line with it. Management effectiveness starts with objectives, especially identification, believing, commitment, alignment and generates mobility and motivation toward to the objectives in the manager. According to Mintzberg (1983), the thing that makes management even more effective is the possibility of making communication, listening and having social interactions with employees. Effectiveness is the survival and flourishing factors if each organization gains meaning from the infatuation, loyalty, commitment, imitation and effort employees. Thus, the closer the objectives of employees those of manager and organization to each other, the easier it would be to achieve those objectives; therefore, the goals of managers and employees would be realized.

2.2.2 Quality on work performance

Quality of work life is a concept of behavioral scientist, and the term was first introduced by Davis in 1972 (Mathur, 1989; Hian and Einstein, 1990). According Robins (1990) QWL is “a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work”. The key elements of QWL in the literature include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance (Havlovic, 1991; Scobel, 1975). For the purpose of this study, QWL is defined as the favorable condition and environment of employees benefit, employees’ welfare and management attitudes towards operational workers as well as employees in general.

Therefore, quality of life is sociological and psychological phenomenon, but sociologists are not putting their interest in industrial sector, where the workers

are the core potential resource for organizational performance. In the workplace, the term „QWL“ is „work in excellence“ and „working conditions“ such as standards of living, life styles. Now the term has developed with the introduction of social compliance (SC) in the workplace. In the past decade, there was a trend to introduce ISO 9001, and ISO 14000, with the emphasis on product quality. Blishe and Atkinson (1978) have shown that there are two kinds of indicators for defining quality of life. One is an objective indicator, for example money and the other is subjective indicator, such as financial status, living standard, job etc. In a nutshell, objective indicators define as quality of life in terms of goods and while subjective indicators are defined as quality of life as perceived by individuals. Hankiss (1978) stated that „quality of life“ is not a sum of its component units. Quality of life is more than interaction, attitude, aspiration, fears, satisfaction or dissatisfaction thus it creates cross cultural similarities and dissimilarities.

Although studies on the Quality of work Life (QWL) have been conducted since the early 20th century, there is no consensus about the real meaning of this term. There is, however, an agreement among researchers in this specific field that refers to it as a subjective and dynamic construct. Over the last years, QWL has been understood as the dynamic and comprehensive management of physical, technological, social and psychological factors that affect culture and renew the organizational environment. Sometimes, it is considered regarding the effect it has on the worker“s wellbeing as well as on the productivity of the company. Furthermore, it is sometimes associated with the intimate characteristic of the technologies introduced into the companies and their impact and to the economic elements like salary, incentives, bonuses, or even

to the factors connected to one's physical and mental health, safety and, in general, to the workers' wellbeing (Rainey, 2003).

Another aspect that has been prioritized is the group of categories needed to assess QWL and how they relate to each other. Hackman and Oldham (1976) propose eight conceptual categories for assessing QWL. These were: adequate and fair compensation, safety and health conditions at work, immediate opportunity to use and develop one's capacity, further opportunity for continuous development and safety, social integration in the working organization, constitutionalism in the work organization, the total space of life and the social relevance of the worker's life (Mueller and McCloskey, 1990; Kalliath and Morris, 2002; Gill and Feinstein, 1994).

2.2.3 Performance in organizations

Performance in organizations Performance in organizations can be separated in organizational performance and job performance (Otley, 1999). According to Otley, the performance of organizations is dependent upon the performance of employees (job performance) and other factors such as the environment of the organization. The distinction between organizational and job performance is evident; an organization that is performing well is one that is successfully attaining its objectives, in other words: one that is effectively implementing an appropriate strategy (Otley, 1999) and job performance is the single result of an employee's work (Hunter, 1986). Since the aim of this thesis is to provide a link between motivating employees and their performance, organizational performance lies outside the scope of this research and only job performance is addressed.

2.2.4 Job performance

A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Ramlall, 2008). Good job performances and productivity growth are also important in stabilizing our economy; by means of improved living standards, higher wages, an increase in goods available for consumption, etc (Griffin et al., 1981). Griffin et al. also argue that therefore research of individual employee performance is important to society in general. Employee production and employee job performance seems to be related; e.g. in the U.S. performance is in some cases measured as the number and value of goods produced. However, in general productivity tends to be associated with production-oriented terms (e.g. profit and turnover) and performance is linked to efficiency or perception-oriented terms (e.g. supervisory ratings and goal accomplishments) (Pincus, 1986). According to Hunter and Hunter (1984) crucial in a high job performance is the ability of the employee himself. The employee must be able to deliver good results and have a high B. Keijzers; Employee motivation related to employee performance in the organization 14 productivity. Hunter and Hunter (1984) also argue that this is something the organization can know at forehand; they can select employees with the required abilities or they can recruit those employees themselves. Of course the latter is more time consuming, but can obtain better results in the end (Hunter, 1986). However, job performance is more than the ability of the employee alone. Herzberg (1959) and Lindner (1998) refer to the managerial side of performance. According to Herzberg (1959) performance is: let an employee do what I want him to do. This implies that the organization's hierarchy and task distribution are also critical for a good employee performance. Lindner (1998) adds to this statement by arguing

that employee performance can be perceived as “obtaining external funds”. According to Vroom (1964) an employee’s performance is based on individual factors, namely: personality, skills, knowledge, experience and abilities. Many researchers agree that job performance is divided in those five factors (e.g. Hunter & Hunter, 1984). Some researchers even argue that a person’s personality has a more specific role in job performance (Barrick & Mount, 1991). However, according to various researchers, it is not what performance exactly means, but how it is composed and how it is measured (Furnham, Forde & Ferrari, 1998; Barrick & Mount, 1991). Vroom’s (1964), Hunter & Hunter’s (1984), Hunter’s (1986), etc. results are evident. Namely, Job performance can be divided in personality, skills, knowledge, experience and abilities. Some researchers even argue that personality has a more specific role in job performance. However, according to Bishop (1989) and others, job performance contains a problem; namely the measurement of performance.

2.2.5 Performance Management

Performance defined as the point of an individual, group or organization’s pre-set objectives reached both qualitative and quantitative. Employees beginning from arrival to business, they use their knowledge and skills within the framework of job description and in return for gathering social and economic advantages within the business opportunities. In this context we can say that organizations’ high or low performance depends on employees’ individual performance level (Aydin et al., 2010).

The concept of performance in business is an issue due to several factors. Realistic organizational goals, explaining the objectives to employees, overlapping individual purposes with organizational objectives, improving the

quality of employee skills are the elements which must be business performance (Calik, 2003). Performance is affected by a large number of factors. It was not surprising that the effect of quality management practices in purchasing on business performance is small. TQM practices have a positive effect on performance (Rodriquez and Hemsworth, 2005). Performance strategy, task-performing teams sometimes head off in the wrong direction or go about their work in inefficient or inappropriate ways, merely because members are not entirely clear about what they are supposed to do or whom they are supposed to satisfy. Under TQM, these risks are minimized (Hackman & Wageman, 1995). Performance management is a process in which managers and employees reach a consensus on responsibilities, goals and how to achieve success, and also a process of strengthening practical management and driving employees to gain excellent performance. Performance management is the core, which connects closely with every ring of human resource management. The most important goal of performance management is to know the advantages and disadvantages of employees' performance in work, and improve the performance (Chen, 2011). Employee management supports both a firm's process and customer orientation, while process orientation also directly supports customer orientation. This provides basic support for the argument that organizations that have good internal quality management systems are typically in a better position to adopt a customer orientation (Nilsson et al., 2001).

Performance management systems are a cornerstone of human resource management practices. In theory, a performance management system links organizational and employee goals through a goal-setting process, and

subsequently links employee goal achievements to a variety of human resource management decisions through a performance measurement process. The goal is to develop quality improvement plans that are targeted to the specific causes of quality problems (Deadrick & Gardner, 1999). According to the studies done on TQM, using of the TQM implementations reduces the contradictions in the production process (reprocessing and wastes are reduced while quality performance is increased) (Reed et al., 2000). It has been determined that TQM has an effect which increases the socio psychological motivation on employees and organizational-managerial motivation (Okay and Akcay, 2010). As the result of the studies done to determine the factors effecting on job satisfaction, it has been understood that the factors such as salary, security, promotion, leadership, management style, working conditions, colleagues, appreciation and job itself have significant impacts on job satisfaction (Luthans, 1994). TQM significantly and positively impacts its firm's performance (Vanichchinchai and Igel, 2011). The employees that cannot be met these requirements in their jobs, will search the conditions they desire in other places and environments. And, this situation will effect on employee's job satisfaction. Ensuring employee participation in decisions making in companies also helps to improve last decisions into the companies, in addition to increasing job satisfaction. Personnel participated in the decisions, will be in positive emotions to their jobs, colleagues and management and there will be an increase in their job satisfaction. That the management support personnel relations and contribute to them improves employee satisfaction. The satisfied employees will show better performance and threat customers better, as a result, it will be provided better satisfaction for all customers of enterprise (Luthans, 1994; Okay & Akcay, 2010).

In today's highly competitive condition, this practical study has been conducted in order to contribute to the objectives of businesses such as high efficiency, high quality, low cost and high competition by taking advantages of ISO 9000 and TQM philosophies.

2.3 Related Studies

Although many factors that affect the employee performance, job commitment, job satisfaction, working Environment and motivation can be classified as such factors. A number of Studies, commitment referred as psychological condition which describes the employees' relations with organization (Varol, 2010). Meyer and Allen note that organizational commitment consists of three forms: emotional commitment, continuance commitment and normative commitment (Balay, 2000). Job satisfaction is a kind of reaction comes from employees in response to work and its bringing (Luthans, 1994). Businesses are contact constantly with internal and external environment. Technology used by businesses, the importance given to human beings, task distribution, environmental, economic, ideological and cultural construction effect the success of employees thus the organization's success (Baydar, 1995). High motivation in enterprises requires loving job and know what you add to your job. Employee performance increase and reduce the rate of absenteeism when the organization values are supported by workers. (Ozturk & Dundar, 2003).

TQM is a customer-oriented management philosophy including improvement of business processes, using Statistical Process Control (SPC), identification of required procedures and creating quality policies to adopt the businesses. The use of quality tools, determination of potential quality problems in the firm,

employee training, benchmarking studies lead to businesses focus on customers better, increase productivity and speed of response (Erdil & Kitapcı, 2007). Critical factors of total quality management are such as: leadership, making and inquiry, Strategic plan, employee training, teamwork and employee participation to decisions, continuous improvement, giving attention to the quality process, evaluation of quality and operational results and finally provide customer satisfaction (Kocyigit et al., 2011). A quality concept is essentially a business philosophy, a company ideal, or a policy statement. The business philosophy can be contrasted with its implementation reflected in the activities and behaviors of an organization. Focusing on behaviors rather than philosophical notions makes it easier to operationalize the different quality constructs (Nilsson et al., 2001). TQM provides people with opportunities to learn and to develop themselves through joint problem-solving efforts (Hackman and Wageman, 1995). TQM and productivity have become major concerns of business managers seeking to maintain or increase competitive advantage. At present dynamic manufacturing environment, where quality is vital to success, manufacturers use TQM as a tool to substantially improve productivity and customer satisfaction. Besides, most of the previous studies point out that productivity is one of the measure performances directly affected by application of the TQM principles. This means that the adoption of TQM concepts leads to inspiring employees to succeed and grow, then improving their performance and productivity (Belay et al., 2011). There is a growing body of empirical research supporting a direct relationship between the adoption of TQM and improved performance. TQM leads to sustainability of advantage. TQM provides a unifying framework that brings a range of "good management practices" to bear simultaneously. As already pointed out,

there is agreement among Crosby, Deming, Feigenbaum, Ishikawa, and Juran that the purpose of quality management is to reduce costs and improve satisfaction (Reed et al., 2000). In TQM approach, it is essential that company owners, dealers and suppliers, employees and customers are to be satisfied at the same time and loyal to the firm. Nilsson et al., (2001) have been conducted in Sweden with a sample of Swedish firms. In a cross-cultural quality management study of 12 countries, the US, Japan, and Sweden are on the same high level with respect to their cultural approach toward quality management. These countries were considered more advanced than other countries such as Korea and China. This makes Sweden a good context for investigation.

However, it is still important to conduct a cross-cultural study that investigates differences in the relationship between quality practice and performance going forward. Gules et al., (2011) in general, they assess the competitive priorities in their study and note that businesses have more attention to quality in the size of priorities of the competitiveness. In addition they have suggested that binding substances on the quality in business contracts, keeping quality standard certificate are the compulsive factors for businesses to offer continuous and reliable quality.

2.4 THEORETICAL BASIS

Within this study the researcher used a theoretical framework that is applicable to the topic and also to the objectives of the study, there are many theories used to measure service quality in higher educational institutions, but the most commonly models used are: SERVQUAL model (service quality gap model), SERVPERF (service performance) model and Technical and Functional Quality Model. The Technical and Functional Quality Model was

developed by Gronroos (1984), the Service Quality Gap Model, also known as SERVQUAL model developed by Parasuraman, Zeithaml, & Berry (1985).

The SERVQUAL model is frequently used and adopted in the extant literature to evaluate the students' perceived service quality in the education industry (Russell, 2005). The SERVQUAL model that is developed by Parasuraman et al. (1985) is an established framework for the measurement of general service quality. This framework has been extensively used and tested across a wide range of public and private sector services, and was therefore chosen as the framework for this research and also is adapted to measure the gap between customers' expected level of service and their perceptions of the actual service perceived. However, there is no consensus in the extant literature pertaining to the development and definition of the determinants of the students' perceived service quality in higher education (Kwek, et al, 2010).

Based on this approach, the use of perceptions in confirmation/disconfirmation paradigm is related to perceptions of performance. As such, Parasuraman et al. (1985) The SERVQUAL instrument has been the predominant method used to measure consumers' perceptions of service quality (Abu Hasan, IliasAbd Rahman, Abd Razak, 2008). Therefore, this study will use SERVQUAL model because of this method is based on the gap between "expansion " and "Quality" on high education institutions so this study attempt high education system practice and quality of students, in Mogadishu. The usage of SERVQUAL model for this research is fully justified.

2.5 SUMMARY

The above articles discussed the role of high education quality and work performance, HE service quality in prospective of international students, in the review literature showed /concluded that the quality of high education it depend on different factors: Quality of education depends on a lot of issues. The broad areas are management, teaching quality, faculty resources, quality intake, method of teaching, technology support, update curriculum, direct and indirect infrastructure, etc. *And other* literatures concluded that the success of any education system depends on the quality of teachers, which, in turn, depends on the effective teaching / learning process. Teachers' role is of vital significance for the development of society and appropriate changes in the society. *However*, in our best knowledge there is no single study conducted in the role of high education quality on work performance in Somalia, therefore, this means that there is a gap in the advent literature in Somalia that has not to covered by this research. Therefore, this study will examine the role of high education quality towards work performance in Mogadishu.

2.6 CONCLUSION

In this chapter the researchers reviewed the literature literatures related to service quality in higher educational institutions and work performance, the most reviewed literature were books, journals, academic articles, theses and WebPages. This chapter, we was discussed the and was covered *five sections*: the *first section* was the objective variables, the *second section* related studies, the *third section* was theoretical framework for the study, the *fourth section* Summary, and the *last section* was the conclusion. The following chapter supposed to discuss about the overall research strategy and methodology.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter presents detailed description of the research methodology. The methodology refers to the detailed procedure to be followed to realize the objectives. Methodology includes a description of research design, research population, research instrument data gathering procedure, data analysis, ethical consideration, limitation of the study. It comprises several sub sections which are usually presented in the order given below:

3.1 RESEARCH CONTEXT

According to this study, the researcher used a quantitative descriptive research design; quantitative design is any data that is in numerical form such as statistics, percentages, etc (Walliman,N, 2011). Survey research design; Survey design is present oriented methodology used to investigate population by selecting samples to analyze and discover occurrences Oso & Onen, (2008). And also Questionnaire is a particularly suitable tool for gaining quantitative data but can also be used for qualitative data Walliman,N, (2011). This method of data collection is usually called a survey. Using a questionnaire enables the researcher to organize the questions and receive replies without actually having to talk to every respondent. This design is considered to be suitable because of its ability to view comprehensively the major questions raised in the study (Pourheydari et al., 2011).

3.2 RESEARCH PARTICIPANTS

The target population of the study consisted of the employees and management of the different department of Salam Somali Bank branches in Mogadishu-Somalia. And the number of target population of the research was 113 employees. However,

the researcher selected the respondents from the eight branches of Salam Bank in Mogadishu Somalia

3.2.1 Sample Size

The sample size was 100 respondents from the human resource department, Operation department and the Directors for Salam Somali Bank in Mogadishu. The total sample size were HRM, operation and Director of Salam Somali Bank in Mogadishu.

3.2.2 Sampling Procedure

The researcher considering the complexity of the research topic, all the branches did not make the desired target population in regard of their knowledge to the research topic and holding the necessary information on the topic of research. So that, the researcher decide non probability sampling by using purposive or judgmental sampling, had selected the sample of the respondents.

3.3 RESEARCH INSTRUMENT

This study was conducted based on primary data. The data was conducted through questionnaire survey. Questionnaire is “a technique of data collection in which each person is asked to respond to the same set of questions in a predetermined order” (sounders et al., 2009, 360). The instrument used has the advantage of having its external validity tested and verified in many countries of the world Fadzly and Ahmad (2004). Questionnaire technique was been adapted in collecting primary data process as it provides an efficient way of collecting responses from a large sample size. Researchers have selected questionnaire as it has the following

advantages: first, it provides efficient way for collecting responses from a large sample size. Second, it requires less skills and sensitively than semi-structures and in-depth interviews (sounders et al., 2009).

Therefore, to ascertain the instrument used, the following section presents validity and reliability of the instrument. Questionnaire is research instrument used for collection of items to which a respondent is expected to react in writing (Oso et al, 2008). The questionnaires were allocated to evaluate the employees quality; questionnaire context was used through a standardized questionnaire to collect quantitative information from Salam Somali Bank. This method is applicable when the information needed can be easily described in writing (Oso, et al 2008).

3.4 DATA COLLECTION

Three data collection procedures were be implemented, before the distribution of the questionnaire, during the distribution of the questionnaire and after distribution of the questionnaire. The first step when collected data is requesting from sample respondents of Salam Somali Bank. For the purposes of this study, data was being gathered by means of a self-administered questionnaire as a measuring instrument. Self-administered questionnaires allow respondents time to think and use resources (Nolinske, 2008). Second step the researcher was requested the respondents three matter, to sign informed consent, to answer all questions and not leave unanswered question and to avoid biases and to be objective in answering the questions. The questionnaire was been retrieved within twenty days. All questionnaires retrieved were being checked if completely filled out. Third step the data gathering was been collated

3.5 PROCUDERE OF THE STUDY

In this study, the researcher having been in mind about the ethical issues throughout research project, and were keep the privacy and confidentiality of the respondents. To consider ethical issue, the researcher will request the administrator of the Bank to permit the distribution of the questionnaire. And head of staff for Salam Somali Bank to allow me to distribute the questionnaire. Also, the information of the respondents is used only for academic purpose. Secrecy, privacy and confidentiality of the undisclosed information the main concern of this study.

3.6 DATA ANALYSIS

The data analysis for this study was conducted through descriptive analysis, by using „Statistical Package for Social Science“ software (SPSS) version 16. Descriptive Statistics fit into this study because the researcher search for answers the questions asked to the employees about service quality evaluation in higher education and work performance: perception of degree of employees in Salam Somali Bank, and even questionnaire is one of classical techniques to collect descriptive data (Principe, 2005).

3.7 RELIABILITY OF INSTRUMENT PROCEDURE

The most important issue in the research is to ensure reliability and validity. Joppe (2000) defines reliability as: “The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable”. Before distributing the questionnaire, the research team was do pilot testing with 3 experts including the supervisor. The slightly modification of questions and possible answers were made as the result of this pilot test. Therefore, reliability is defined as the extent to which a questionnaire, test

observation or any measurement procedure produces the same results on repeated trials (Miller, nd). So, to increase reliability and validity, the study will adapt ...questionnaire by making slightly modification after, then I have modified the questionnaire to collect relevant data or information from the sample despondencies.

3.8 Data interpretation

This study will be employed SPSS to analysis data; the following table presents the mean ranges and its interpretation.

Mean Range	Interpretation
3.6 - 4	Excellent
2.95 - 3.6	Very good
2.3 - 2.95	Good
1.65 - 2.3	Poor
1.00 - 1.65	Very poor

Mean rank between 3.6 up to 4 it will be consider Excellent

Mean rank between 2.95 up to 3.6 it will be consider very good

Mean rank between 2.3 up to 2.95 it will be consider good

Mean rank between 1.65 up to 2.3 it will be consider poor

Mean rank between 1 up to it will be consider very poor

CHAPTER FOUR

ANALYSIS AND FINDINGS

4.0 INTRODUCTION

This chapter presents detailed description of analysis and findings this study consist of two sections *first section* Demographic data *second section* data representations and analysis of the study. To achieve those declared objectives questionnaires were employed in this study. Data were collected from Salam Somali bank in Mogadishu-Somalia.

4.1 DEMOGRAPHIC DATA

In general, the respondents of Salama Somali bank employees in which 97% of them are male respondents and 3% female respondents. All of them are the human resource managers, operation and directors of the Salam Somali bank in Mogadishu. Also the study were discussed the level education of employee and time they have been worked for the Salam Somali Banak especially in Mogadishu.

4.1.1 Gender Distribution

According to table 4.1, there are 100 respondents, out of them 97 are male and 3 are female respondents who are operate and manage the employee of Salam Somali Bank in Mogadishu.

Gender			
	Frequency	Percent	Valid Percent
ValidMale	97	97	97
Female	3	3	3
Total	100	100	100.0
Missing	0	0	
Total	100	100.0	

Source: Survey Data

The sample of this study consists of 97% of male respondents and 3% of female Respondents. So that most of Salam Somali Bank administrators in Mogadishu are male, therefore the owners and directors preferred male rather than female.

4.1.2 Marital status

The sample was including 100 respondents who are working Salam Somali Bank in Mogadishu. According to table 4.1.2, there are 100 respondents, most of respondents 78 are married and 22% are single.

Marital status			
	Frequency	Percent	Valid percent
Married	78	78	78
Single	22	22	
			2.5
Total	100	100.0%	100.0
Source: primary data			

The most of Salam Somali Bank administrators in Mogadishu are married, so mainly of the Salam Somali Bank managers in Mogadishu are married.

4.1.3 Educational level

The sample was consisting of 100 respondents out of mass workers who are works Salam Somali Bank in Mogadishu. According to table 4.1.3, there are 100 respondents, most of respondents 10 are secondary 26 are diploma degree,42 are bachelor degree,18 are master degree and 4 are others.

Level of education

	Frequency	Percent	Valid percent
Valid Secondary	35	35	
Diploma	10	10	35
Bachelor degree	15	15	
Master degree	5	5	
Other(Non)	35	35	35
Total	100	100.0	

Source: primary data 2016

The sample of this study consists of 35% of secondary, 10% of diploma degree 15% of bachelor degree, 5%of master degree and 35% of others. This means that the directors and administrators for Salam Somali Bank in Mogadisho they don't have a degree.

4.1.4 Time you have been worked for the company

According to table 4.1.4 there are 100 respondents 2 are less than 1 year employee, 5 are 1-2 Years employee, 15 are 3-5 years employee and 75 respondents are five years and above employee.

Time you have been worked

	Frequency	Percent	Valid percent
ValidLess 1 year	2	2	
1-2 years	5	5	
3-5 years	15	15	
5 year above	75	75	75
Total	100	100.0	100.0

Source: primary data

The sample of this study sample consists of 2% are less than one year employee, 5% are 1-2 years employee, 15% are 3-5 years employee, and 75% are employee more than 5 years. So this means that the most of directors they work and operate the operating activity more than five years. The majority of Salam Somali bank administrators they worked and have experience more than five years.

4.2 DATA PRESENTATION AND ANALYSIS

4.2.1 Quality of education on work performance (A) TABLE: (%)

NO	Role of education on work Performance	1SD	2D	3N	4A	5SA	%	Mean
1	Your employee has good knowledge about his/her job.	5.7	13.5	6.5	40.2	34.1	74.3	3.91
2	The staff has enough knowledge and skills to ensure and maintain their work.	6.7	15.0	6.7	40.0	31.7	71.7	3.66
3	The workers know how to operate and prepare their report on time	7.6	19.7	12.9	22	37.8	65.8	3.39
4	The employees have ability to continue their work without training and enhancing their skills	24.0	36.9	11	15.9	12.2	28.1	1.9
5	Your employee need a lot of training for every month	13.4	23.2	3.7	29.7	30	59.7	3.39
6	After a lot of training the workers would have sufficient and effective skills to manage their work.	8.2	22	11	36.8	22	58.6	3.49
7	You are satisfied with the quality of the education that you are getting from the university.	4.9	26.8	19.3	18.5	4.9	23.4	1.71
8	Your workers have other specific knowledge and experience about their work.	15.9	14.6	13.4	37.8	18.3	56.1	3.32

According to the respondents about knowledge of employee on their jobs, the responders indicate that the employee of Salam Somali bank in Mogadishu have a knowledge about their jobs based on the mean (3.91) so that administrators of companies stated that they have good workers who have knowledge on their jobs. On the other hand the directors and managers stated that their employee have skills to maintain and operate their work based on the mean of (3.66) so that the study found that the Salam Somali Bank would have qualify workers having knowledge and skills about their jobs and work to operate and maintain their business activity to participate the organizational performance

On the other side the respondents declare that the stuff of Salam Somali Bank would have a little of specific knowledge on their work because of the mean that is (3.32) so that they stated that the employee would have other specific knowledge related to their jobs, therefore the workers they have other knowledge but most of them they don't have. On the other hand according to the respondents about the satisfaction of quality that high education institution provides, the respondents stated that they are not satisfy the quality education and knowledge that the Mogadishu universities would provide based on mean (1.71), because most of the workers for any institution in Mogadishu would graduate for university, if the quality for that university it's low it will affect the performance of the employee on his/her work. So that the study found that the Mogadishu directors and managers of Salam Somali Bank they would not satisfy and they are not happy the quality and information that the university would provide

According to the respondents about the question of the ability of employee to continue and maintain their business operation without training they stated that they don't have ability and capacity to maintain their work based on the mean of the study (1.91), so that they need a lot of training and building capacity on their work. On the other hand also the responders proof and declare that the getting a lot of training and improving skills the stuff would fulfill their works effectively based the mean and the percentage of the study.

DATA PRESENTATION AND ANALYSIS (B)TABLE: (%)								
NO	Employee performance	1SD	2D	3N	4A	5SA	%	Mean
1	Response appropriate time to feedback on job performance.	15.4	23.1	7.6	30.9	23.1	54	3.00
2	The workers Manage their information and data effectively.	7.8	19.5	4.9	30	37.8	67.8	3.84
3	Employees are committed to serving the company.	2.4	17.	13	31.7	35.9	67.6	3.78
4	The supervisors effectively resolve employee problems and labor issues.	7.3	19.5	5.9	47	20.3	67.3	3.54
5	The workers perform their work on time.	4.9	24.4	11.4	33.7	25.6	59.3	3.55
6	Employee in the company is treated with respect regards of their job.	13.4	15.9	14.6	38	18.1	56.1	3.48
7	Supervisors work to improve communication in all stuffs.	17.5	18.3	8.5	26.4	29.3	55.7	3.35
8	The productivity of Employee are High	35.3	43.9	15.9	2.4	2.5	4.9	1.85
9	The workers provide high quality service on the customers.	23.1	15.4	15.4	23.1	23.1	46.2	2.92
10	The staff would perform their duty effectively and efficient.	15.4	38.5	15.4	15.4	15.4	30.8	2.77

According to responders the staff on Salam Somali Bank in Mogadishu about the performance of the job on time based on the result of study mean (3.00) that indicates the employee would response and do their work on time, on the other side most of them they carryout and provide feedback on time while some of them would not response on time. On the other part of the responders declare the stuff manages their job and their information effectively, so and also they state that they perform for their duties on the best way.

The respondents indicate that the workers would provide quality service on

the customers, based on the mean of (2.92) the workers would provide service on their customers, but these service that the employee would provide, it's not high quality service, so the study found that there is quality service on customers, but the quality it's not excellent.

On the other side according to the question of the performance of the staff on their jobs effectively and efficiency based on the mean (2.77) they perform their tasks on effectively, but some of them they would not implement their tasks on the best time and the minimum resource, so the employee they need mentoring and supervisory on their job to a complete and achieve the organizational goals. On the other side there is a supervisor or head of staff, this supervisor is responsible for monitoring and guiding the employee and also solving any problem issue that faced by different parts of the staff, thus Salam Somali Bank have Supervisors who are accountable to guide the employee, based on our research mean of (3.54) the supervisors they are responsible for activity that the employee would do, and also their one of the factors that contribute performance of employee.

According to the respondents the productivity of Employee, the study found that the productivity of Salam Somali Bank are very low based on mean (1.85) because the productivity of employee are based on how they perform their tasks, the employee would not provide something without supervisory so that they cannot provide quality productive and services

DATA PRESENTATION AND ANALYSIS (C)TABLE: (%)								
NO	Old and new employee on work performance.	1SD	2D	3N	4A	5SA	%	Mean
1	The new graduate is better than the old graduate towards work performance.	30.8	38.5	15.4	15.4		15.4	2.15
2	The old graduate workers are superior to preparing and reporting the information on time.	7.8	19.5	4.0	38.9	29.8	68.7	3.85
3	The new employee is the best according to using the new technology on the workplace.	3.4	17.	13	33.7	32.9	66.6	3.75
4	The main challenges for the workers are lack of effective knowledge and practice.	7.3	19.5	5.9	47	20.3	67.3	3.54
5	From your experience, the management has a positive and encouraging attitude relating to motivates of their staff.	4.9	24.4	11.4	33.7	25.6	59.3	3.55
6	You prefer to recruit fresh graduate students for your company.	17.5	18.3	8.5	26.4	29.3	55.7	3.35
7	Lack of effective knowledge on the high education institutions are the main problem for failing new employee on work performance.	13.4	15.9	14.6	38	18.1	56.1	3.48

According to the respondents, owners and directors of Salam Somali Bank they like the old graduate according to work performance based on the mean of (2.15), that means they don't like new graduates from the university and they believe that the old graduates are better than fresh students towards work performance, so that the old students are better than the new students on work performance, because they a lot of quality that the new students couldn't have. On the hand the old graduates are more superior for new students according to work

and work performance ,preparing the reports and making communication for the other departments of the company , the old students are better for others and also presenting any business activity related to their jobs the old workers are best, that are based on mean (3.85).

Lack of effective knowledge for the universities are the main problems for failing the new workers on their duties, by based on the mean of (3.48), the main challenges that the new workers would face is lack of quality knowledge and skills for the students that the finally creates failing the new staff on the work performance. On the other side any institutions hires new employee in Salam Somali Bank they don't like to recruit new employee because of lack of performance, and also they prefer the old workers.

According to the respondents the new graduate employee are better than the old graduate using new technology, currently the new technology used for the world business without technology it's like without business, in Salam Somali Bank most of them they use system software or other database system to run their business using that technology the new graduates are better than the old graduate students by based on mean (3.75).

CHAPTER FIVE

FINDINGS AND DISCUSSIONS

5.1 MAJOR FINDINGS

In summary of the finding from responders responses indicate the quality and the knowledge of employee would participate the performance for the organizational goal, and also the study found that Salam Somali Bank have qualify workers who are equipped the skills to perform and maintain their works, but they need a lot of training and improving their skills. In addition to the study found that the Salam Somali Bank they are not satisfy the service quality that the universities in Mogadishu would provide.

Other finding about the employee performance, the study found that the employee in Salam Somali Bank they manage their information on effectively, on the other hand the study found that productivity and the quality of employee in Salam Somali Bank in Mogadishu are poor and also they are they cannot perform their work without supervisory and controlling.

On other finding the study found that old graduates are better than the new gradates on work performance, as well as the old workers are better than the new workers for the preparing and reporting the information on time, performing the tasks, effectively and efficiency, in addition to the study found, that the new workers or employee are superior using the new technology on workplace.

5.2 DISCUSSIONS

The results indicate the quality and the knowledge of employee would participate the performance for the organizational goal, the study found that Salam Somali Bank have qualify workers who are equipped the skills to perform and maintain their works, but they need a lot of training and improving their skills. In addition to the study found that the Salam Somali Bank companies they are not satisfy the service quality they provide universities in Mogadishu would provide.

The results support the findings of, Abu Nasser, (n,d).Quality of education depends on a lot of issues. The broad areas are management, teaching quality, faculty resources, quality intake, method of teaching, technology support, update curriculum, direct and indirect infrastructure, etc. With all these, university should have specific mission and vision to its goal. And Amiri et al., (2011) point out that learning at an individual level enhances human capital, that group learning increases social capital, and that organizational learning enhances structural capital. The human capital has been defined as the combined knowledge, skill, innovativeness, and ability of the organization’s employees to meet the task at ha

5.3 CONCLUSIONS

The objectives of this study were to explore the role of higher education on work performance of employee, and to examine the Educational factors that effect on employee performance in Salam Somali Bank, and also comparing the conditions of old and new employees on work performance in Salam Somali Bank. This study were employed Quantative research design also the study were used questionnaire instrument to collect data, to interperate data this study employed Statistical package for social science(SPSS) Consistent with the findings, the results revealed substantial evidence of the quality of education on employee performance, the study found that the employee in Salam Somali Bank they manage their information on effectively, on the other hand the study found that productivity and the quality of employee in Salam Somali Bank are poor and also they are they cannot perform their work without supervisory and controlling.

On other finding the study found that old employee are better than the new employees on work performance, as well as the old workers are better than the new workers for the preparing and reporting the information on time, performing the tasks, effectively and efficiency, in addition to the study found, that the new workers or employee are superior using the new technology on workplace

5.4 RECOMMENDATIONS

- ❖ In the light of these conclusions, this study is recommending that the Mogadishu higher education institution directors should to maintain and control the quality of education to enhance the performance of new graduates in the workplace.
- ❖ The researchers suggest establishing monitoring and evaluation team to increase the performance of employee in Salam Somali Bank.
- ❖ Moreover, the researchers suggest the management would have positive incentives related to the employee work performance and giving the reward to reduce the failing at the workplace.
- ❖ Finally the study would recommend that, the Somali government would provide rules and regulation about awareness quality of higher education and creating quality control team to decrease the fading on employee performance at workplace.

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APPENDIX A

BUDGET COST

The following is budget estimation made by the researchers to simplify their activities.

No	Item	Quantity	Price	Amount
1	Stationary			
	Pens	9 pens	0.20	\$1.80
	Binding materials	10 sets	\$2.00	\$20.00
	A4 papers	2 box	\$5.00	\$10.00
	Total stationary			<u>\$ 31.80</u>
2	Computer facility and printing			\$29.00
	Internet facility	3months	\$15.00	\$45.00
	Photo copy cost	185 pages	0.03	\$5
	Total facility cost			<u>\$50.00</u>

APPENDIX B

THE QUESTIONNAIRE OF THE STUDY

Dear respondent, this questionnaire has been made for collecting data to conduct a Research work on quality high education towards employee work performance The result of this survey will only be used for academic purpose and we would be grateful if you could spare a few minutes to complete this Questionnaire to help us ensure to get the required data from you. Your opinion will be treated confidentially. Your attitude to this subject matter is extremely important for this study.

Your voluntary participation is highly appreciated.

Part A: Personal Information:

1- Gender 1.male 2.Female

2 -Age:

1) Less than 20-30 2) 31-40 3) 41-50 4) 50 and above

3-Marital status:

1) Single 2) marriage

4-Your education level

1) Secondary level 2) Diploma 3) Bachelor degree
4) Master degree 5) PhD 6) other

5- Time you have been worked for this company

1) Less than 1year 2) 1-2 years 3) 3-5 years
4) 5 years and above

Part B:

In this part two sections will focus on in this study to obtain better information quality high education towards employee work performance by using the following five-point scale:

1 - Represents strongly Disagree (SD)

2 – Represents disagree (D)

3 – Represents neutral (N)

4 – Represents agree (A)

5 – Represents strongly agree (SA)

No.	Quality of education on work performance	1 SD	2 D	3 N	4 A	5 SA
1	Your employee has good knowledge about his/her job.					
2	The stuff has enough knowledge and skills to ensure and maintain their work.					
3	The workers they know how to operate and prepare their report on time					
4	The employees have ability to continue their work without training and enhancing their skills					
5	Your employee need a lot of training for every month					
6	After a lot of training the workers would have sufficient and effective skills to manage their work.					
7	You are satisfied with the quality of the education that you are getting from the university.					
8	Your workers have specific knowledge and experience about their work.					

No.	Employee performance	1	2	3	4	5
		SD	D	N	A	SA
1	Response appropriate time to feedback on job performance.					
2	The workers Manages information and data effectively.					
3	Employees are committed to serving the company.					
4	The supervisors effectively resolve employee problems and labor issues.					
5	The workers they perform their work on time.					
6	Employee in the company is treated with respect regards of their job.					
7	Supervisors work to improve communication in all stuffs.					
8	The productivity of Employee are high					
9	The workers provide high quality service on the customers.					
10	The staff would perform their duty effectively and efficient.					

No.	Old and new employee on work performance.	1	2	3	4	5
		SD	D	N	A	SA
1	The new graduate is better than the old graduate towards work performance.					
2	The old graduate workers are superior to preparing and reporting the information on time.					
3	The new employee is the best according to using the					

	new technology on the workplace.					
4	The main challenges for the workers are lack of effective knowledge and practice.					
5	From your experience, the management has a positive and encouraging attitude relating to motivates of their staff.					
6	You prefer to recruit fresh graduate students for your company.					
7	Lack of effective knowledge on the high education institutions are the main problem for failing new employee on work performance.					