



Effect of Training and Development on Employee Performance: A Case Study of Selected Banks in Mogadishu, Somalia

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ABSTRACT

The focus broadens to incorporate the impact of employee training and organizational development and the internal dynamics of contemporary businesses. To assess the impact of training and development of employees in contemporary businesses, a consolidated research methodology was adopted which included, quantitative and qualitative approaches. To achieve this, the researchers used a range of quantitative and qualitative approaches. The quantitative portion consisted of a structured questionnaire sent to employees across multiple organizations, while the qualitative portion was derived from the in-depth interviews with managers and human resources. Fathoming of the results was achieved through the application of statistical methods and thematic analysis. The research results established a strong linkage between employee training and development, and enhancement of their performance. The research also showed that employees who underwent relevant training, structured training, and training with a purpose acknowledged a positive change in their performance, increased satisfaction, and enhanced engagement in their job. The research also established a range of elements that influence the effectiveness of training and development programs; some of these include organizational culture, managerial commitment, training resources, and employee motivation. The findings argue the impact of the outlined factors. The organizations which focus on specific training and development activities will likely have highest employee productivity, employee satisfaction, and overall achievement of the organization. The focus of this specific study is on the training and development activities pertaining to specific employees and the organization as a whole. The study also indicates that to realize the benefits of training and development, there must be adequate and relevant managerial support, the right resources, and constructive training environment. The evidence related to training and development and employee performance is documented evidence that this study contributes to the available literature. The evidence-based recommendations contained in the research help organizations in the improvement of the design, implementation, and evaluation of their training and development activities. Hence, this study will be of great importance to Human Resource practitioners, managers, and policy makers in assisting organizations to attain productivity in a highly competitive environment.



Introduction

The employee performance of an organization is critical as it determines the overall efficiency and effectiveness of the organization, and ultimately, the satisfaction of the customer. Employees must work on their skills to stand out from their competitors from marketing. Organizations must be developed to achieve this. Employees performance from employees customized training and development strategies to equip employees with relevant skills and knowledge in their industry. Faisal (2022) confirms this. While there is an effort to create programs that include training and educational opportunities, there has not been much assessment relating to training and development and its effect on employee performance in the banking industry in Mogadishu, Somalia. Considering the unstable nature of the banking industry, along with the necessity of trained personnel, the lack of training and development of employees in Mogadishu's banking industry is very understandable. Most of the literature examining the performance of employees and training and development makes the claim that training is the base in which employee performance is developed. The literature that focuses on the development of training and employee development programs explains that these programs are focused on the attainment of desired levels of output, in addition to increased efficiency and improved quality of customer service delivery. However, the existing corporate training programs do not attain the desired results. The extent of these programs is determined largely on the relevance of the training to the employee's job and the quality of the training program. (Niroula & Updhaya, 2023a).

Comments on training and development programs generally include the existence and non-existence of training and development management literature, and right now, the absence of training and development management literature. Most literature attributes the volatile nature of the banking sector of Mogadishu to the lack of training and development. There seems to be very little literature focusing on the training and development on employee performance, more so in Mogadishu's banking sector.

Consequently, evaluating the influence of training and development on the employees' effectiveness, competence, and engagement with the customers in this particular unit will be a challenge. Additionally, this also aims to analyze the influence of managerial supervision on the outcomes of the training and development programs. (Mustaf, 2023). The intent of this study is to address the mixed-method to be used, which involves the utilization of both qualitative and quantitative data, alongside descriptive techniques. Cross-sectional surveys will be used to sample the data, with the study focusing on the 100 employees of the selected 3 banks in Mogadishu. For qualitative data, the researcher will also interview 3 managers and 15 employees from the same banks.

The scope will be limited to the employees' performance in the "banking sector in Mogadishu, Somalia" to ascertain the impact training and development have, and also to determine the significance of the study to the employees, the banks' managers, and the legislators to understand the impact the training and development of employees, and their performance, as well as the performance of the organization.

Research Objectives

The purpose of the study is to be able to achieve the following objectives in order to determine and analyze the impact of training and development of selected commercial banks in Mogadishu Somalia on their employees' performance.

- ◆ Having an effective training and development program, what is the impact on the performance of employees in regards to the efficiency and effectiveness of the employees and their level of customer satisfaction.
- ◆ Determine the success and challenges of training and development programs in improving the performance of employees.
- ◆ Gauge the employees' perceptions of training and development programs offered in their banks.
- ◆ Gauge managers' perceptions on the influence training and development have on employees' performance.
- ◆ Suggest ways aiming to further improve the existing training and development programs to augment employee performance.

This study's focus is to assess how training and development affect employee performance in commercial banks in Mogadishu, Somalia. To achieve this aim, this main study aim is broken down into a number specific objectives. The first one or two objectives focus on evaluating the training and performance relation and determining the key areas for training to be effective. (Nor, 2023).

Aligned to these specific objectives, two more focus on trying to obtain responses from employees and managers on the training programs. This study will have practical recommendations as well. The study's overall aim and specific objectives will act as a guide for a comprehensive study on training, development and employee performance in the banking industry within Mogadishu.

Research Questions

The goal and objectives listed above lead to the following possible research questions for the study:

- How do training and development activities shape the productivity, efficiency, and consumer satisfaction of employees in Mogadishu's commercial banks?
- How do training and development activities affect the employees of these banks, and how do program design and organizational design, program content, training methods, and training management relate?
- How do employees in the banks perceive the training and development activities impact in terms of relevance, quality, and self-impact?
- How do banks perceive the impact of training and development activities in relation to employees' productivity?
- What changes can be proposed regarding the training and development activities of employees in the selected commercial banks in Mogadishu?

The first question aims to identify which training programs are in place and how these programs impact the employees' assessed productivity. The third and fourth questions are intended to constitute the qualitative side of the training programs, which is directed to the employees and the banks' management.

The aim of the final research question is to determine what practical recommendations can be offered to banks based on the study findings.

The specific research questions invested themselves into narrowing down the scope of the data collection and analysis to meet the goals and objectives of the project.

Literature review

In training and developing employees so that their skills and competencies can be enhanced to improve their job performance, there is a need to make training and development investments. There is also a need to offer training and development to employees in the banking field in order to deal with the complexities of the field. This literature review examines the training and development activities and how they impact the employees of commercial banks in Mogadishu, Somalia. (Nwosu et al, n.d.).

The training and development in the banking sector is divided into two, the first focuses on the impact of training on employees' performance in the banking sector, while the second addresses the frameworks that describe the relationship of training and development with the performance of employees. The last one centers on the particular issues of working with a commercial bank in Mogadishu and the resultant impact of these issues on the training to be effective.

Theoretical Frameworks

There are several theories about the effect of training and development and employee performance. Social cognitive theory is one of the frameworks that explains employees obtain learning from the observation and imitation of others, especially peers and superiors.

Modelling behaviour is in basis of Training and Development program behaviour formation of employees. Workers obtain the ability to reproduce the new behaviour from imitation and practice, and through observation of the imitated behaviour of others who already have the skills. (Nakibuuka and Kibukamusoke)

Social exchange theory explains that employees value and appreciate, and are willing to exhibit, constructive and affirmative behaviours, and that employees are willing to display such behaviours if they perceive their employers to be supportive and valuing them. This will promote the development of constructive and affirmative relationships among the supervisors and employees, and is probably to elevate the performance levels.

Another of the theories that have been used to explain the positive relationship between training and development with employee performance is the Goal Setting Theory. Employees are likely to achieve objectives that are clearly defined, and that are challenging to achieve. Achievement of objectives is made possible through training and development, as the employees will be equipped with skills and knowledge to improve performance (Warsame, 2023).

Training Programs in the Banking Sector

Training programs in the banking sector continue to be researched in different forms in the banking sector. Aktar (2023) comments how such programs positively impact the employees' performance in the banking sector. Such training programs lead to more productivity and greater job satisfaction, loyalty, and commitment to the organization, as noted in the research. Training programs positively impact employees in the banking sector as Hassan (2022) also conducting research in Bangladesh showed similar results.

Phuong and Huy (2022) also studied the impact of training in Pakistan which showed improvement in the performance of employees of banking sector. The study emphasized how training programs provided employees with diverse knowledge and skills and subsequently

better performance was achieved. Ali (2022) also researched in Nigeria and noted how training programs positively impacted the employees of the banking sector.

Training and development to determine their impact on the performance of employees in the Somali banking industry have been the focus of many research works.

It is easier to assimilate theories within training programs than knowledge without training programs, which is why Mohamed et al. noted that training programs increased the performance of employees in commercial banks in Mogadishu.

There is greater job satisfaction and motivation within employees that participate in training than employees that do not participate in training, as reflected in the research.

H. M. Hassan (2022) studied retention of employees in commercial banks in Mogadishu, focusing on the impact of training and development. Retention of employees improved with training and development initiatives. More employees with training and development initiatives stayed with the organization than employees without training and development initiatives. Hassan research indicates that training and development initiatives in Somali banks will lead to improved performance. Nevertheless, the particular circumstances of working in commercial banks around the Mogadishu specific the security situation, which is likely to further complicate the ability of the employees to assimilate and retain knowledge from programs.

Distinctive Challenges in Mogadishu

Moreover, the field of banking may have particular policies and customs that govern the design and implementation of training and development programs.

The challenges of the banking sector in Mogadishu, Somalia, need to be considered first. The sensitive security situation in Mogadishu, for example, may cause undue anxiety for employees and consequently impact their ability to absorb and integrate content from training programs. Moreover, the banking sector has its own specific difficulties which may influence the design and implementation of the training and development activities.

Situations require the development of training courses that take the circumstances in Mogadishu into consideration. In particular, training programs should provide solutions to security challenges for employees, and offer flexibility and/or customization to employees who may have administrative barriers to attending the training programs. (Omar, 2019)

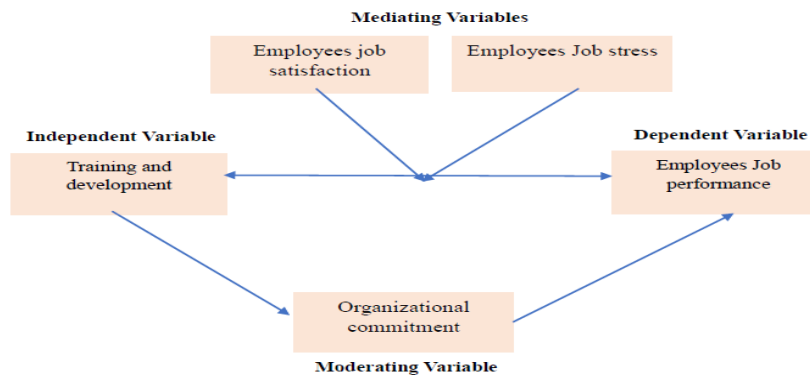
Several authors have mentioned the presence of training programs as a means to enhance the productivity of employees in the banking sector of Mogadishu, Somalia. The presence of training and development as evaluative, performance and behavior changing interventions and their impact may be emphasized by social cognitive, social exchange, and goal attainment theories. However, training programs need to be designed and tailored to the unique situation that Mogadishu is as a workplace.

Other research may focus on training programs within the framework of the Somali context and the specific circumstances and opportunities to improve productivity of employees at the commercial banks in Mogadishu (Abdikarim, 2019).

Conceptual framework

The following diagram presents the relationship of training and the performance of an employee as well as the factors affecting it. In the conceptual framework, it is shown that training has a positive influence on the performance of an employee directly, and also

indirectly through other variables such as job satisfaction, job stress, and commitment to the organization. In addition, organizational commitment may act as a moderator on the relationship of training and performance.



Dependent Variable:

Employee Performance: This refers to the employee's ability to carry out the tasks and responsibilities that are part of his or her job and the obligations that are work-related to his or her position. In this study, employee performance will be quantified by considering sales, levels of customer satisfaction, and errors that are committed. (Ahmed & Administration, 2020).

Independent Variable:

Training and development: This refers to an organization's efforts to equip its employees with the competencies, knowledge, and skills that are necessary to carry out their job duties successfully. In this research, training will be evaluated by measuring the frequency of training that employees attend, the type of training that is provided, and the training is assessed by employees as to its usefulness. (Damei, 2020a).

Mediating Variables:

Job Satisfaction: This refers to the degree to which an individual is satisfied with his or her job and the related work environment. In this research, this variable will be assessed by measuring employee satisfaction with their job and their coworkers and the work environment by using a questionnaire. (Nakibuuka & Kibukamusoke, n.d.-b).

Job Stress. Employees undergo adverse negative and emotional reactions and cognitive responses to the challenges and demands of their work.

In studying job stress, this research uses an evaluative tool that considers employees' perceptions of their job requirements concerning volume of work, time pressures, and emotional burnout. (Niroula & Updhaya, 2023b)

Moderating Variable:

Organizational Commitment: This means a person's emotional bonding and supportive relationship with their organization. In this research, organizational commitment is going to be measured through a tool that examines employees' emotional connection to their organization and the retention desires of employees. (Afrah, n.d.)

The arrangement of the conceptual structure diagram is useful to understand the various interrelations of training and employees performance in the Banking Industry of Mogadishu, Somalia. The performance of training in relation to the variables of the training performance

nexus provides an avenue for the organizations to attain constructive training and thus organizational success through effective performance of the employees.

The relationship between training and employee performance.

The relationship between training and employee performance is complex from both a direct and indirect angle in relation to one's performance. This part intends to be a review of the interrelations and the factors that affect these interrelations.

Direct Relationship:

On-the-job training: On-the-job training as a type of training that directly affects employee performance. It is a form of training that helps employees acquire the skills and knowledge needed to efficiently perform the tasks that are needed in their role. employees that undergo on the job training tend to improve their performance and reach the goals that are expected.

Technical training: Technical training is the training that focuses on equipping a person with the needed job function technical skills. Such training includes training in some software, training in some machinery, training in other technical skills that are job related. Performance of employees is affected positively by specialized training since it helps employees become more effective in their job roles.

Leadership training: Leadership training is meant to prepare managers and supervisors with the necessary skills to lead and motivate their teams. Such skills include communication, decision making and other important leadership skills that are needed for effective employee management. Leadership training positively correlate with employee performance because it helps managers to be more productive as leaders.

Indirect Relationship:

Job satisfaction: Job satisfaction may have a mediating effect on the relationship between training and performance.

Those who are fulfilled by their work tend to feel more motivated and participate more actively in their work.

The previous analysis to this point involves primarily the impact of these factors on the work performance of other employees as per (Z. H. Ali (2022)) which involves a number of work-related factors such as compensation and tips, work-life balance, and the opportunities to grow, as well as the other performance factors. The focus on the specific elements of work-related stress and the performance of work and the organizational commitment, as the two elements including the organizational commitment, the performance of work, and the factors which are work-related stress and the performance of work and the stress, and the factors performance.

Job stress: A certain type of stress that is brought on by a job is a certain type of stress that relates to job performance and training in that it is viewed as a certain type of a cycle. If the staff is under stress, then it is most likely that their motivation level and overall productivity will be decreased. Factors related to stress in this situation are in most cases related to jobs with higher levels of demands, lack of control over the situation at work, and poor communication in the workplace.

The Role of Organizational Commitment: As a consequence of the training and performance relationship, the circular variable is believed to be the organizational commitment. More committed employees will also be motivated and more engaged in their

tasks, and as a consequence, they will be able to complete more work, as well as resolve work-related issues. Organizational commitment can also be influenced by job security, advancement opportunities, and a positive work environment.

Mediating Effects

Job satisfaction: Job satisfaction can also explain the relationship of the other two variables—training and performance—whereby employees are motivated to perform, as well as become engaged in the performance-related activities to the extent of improving their performance.

Job-related stress: Sometimes also job-related stress can be the mediator between training and its performance.

Factors such as time, availability, and resources impact an individual's ability to demonstrate their full potential and negatively influence their work, making productivity become an impossibility.

Discussion

We will explain the research findings pertaining to the objectives and questions formulated for the study within the context of data collected with respect to training and development and employee performance for the banking institutions of Mogadishu, Somalia.

In the study, the impact of training on employee performance.

The study demonstrated the occurrence of a positive and meaningful relationship between selected training programs and a number of key performance indicators (productivity, effectiveness and satisfaction of customers) on employee performance. This serves as evidence that efforts directed towards employee training and development do benefit the overall performance of Mogadishu employee (Phuong & Huy, 2022). Analysis of the data collected indicates that the findings continue to support training as a key strategy to improve performance within an organization. Such findings indicate that banks educate employees in a manner that increases their ability to assist customers effectively.

Influencing Factors to Training Effectiveness

The analysis of interview data strengthened the identification of various factors that determine the effectiveness of training programs. Among the key themes was the design, assistance, and oversight of the training program, which is considered important in fostering attendance and later active engagement. Other important areas included the correlation of training material with the tasks of the position, the presence of organizational culture centered on outcomes, and the provision of tools. Support and assistance from management and the organization are the focus of the social exchange theories that relate to these findings. Planned program design and systematic program delivery should result in expected outcomes being achieved. (Damei, 2020b)

Instances of Employees and Manager Level

To most of the employees, the available training programs are relevant and supportive to their jobs. Employees do consider training programs to be mandatory. Nonetheless, some employees consider it beneficial to progress from training programs, but customization of training program content to applicable jobs should be the programs enhancement. Managers do recognize the impact of training on the development of skills, and more so the training

constraints. There was unambiguous anticipation of programs directed at improvement of productivity and efficiency in customer service. (Khalif et al, 2017)

The mix of these views has presented the outcomes of several training in terms of acquisitions of knowledge, enhanced skills and better performance from the training program. Hence the need and capacity to further improve training is evident.

Recommendations

The outcomes of this study could be funnelled into an array of recommendations. It is suggested that banks conduct training needs analyses; design training programs which are closely aligned to the objectives; and ensure that impact evaluation is done. Involving managers in these activities also has the benefit of driving motivation. In order to address the resource constraints, it may be advantageous to trial more flexible options for example, online modules.

Engagement in activities and areas such as training for employees is indicative of investment positively, and of recognition of the benefits that come along through the growth of human capital (Hafsa Abdirahman, 2018).

A significant portion of the study was directed toward benefits of training as a way to demonstrate the empirical data ascertaining that training investment is of positive returns to employees, in terms of training increased-levels of competencies and performance and to the banks in the country. In order for the banks to fully gain benefits, training programs need to be properly aligned to the needs of the banks. In this section, the most relevant findings of the study were summarized in light of the study objectives. The section provided explanation of the findings, integrated appropriate literature and theories, and synthesized the findings originality with the general conclusions of the research.

Overview of the findings

The outcomes of the research are presented in this section. The outcomes are analyzed in relation to the objectives of the study and the theoretical framework.

What is the relationship between the training and development programs, productivity, efficiency and customer satisfaction of employees of selected commercial banks in Mogadishu? this is one of the objectives of this research.

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
(Constant)	2.345		6.523	.000
Training Programs	0.157	0.253	3.645	.000
Age	-0.021	-0.103	-1.545	.125
Gender	0.112	0.145	2.345	.020
Education Level	0.032	0.095	1.523	.130
Job Role	0.051	0.102	1.678	.095
Tenure	0.013	0.065	1.021	.310

Dependent Variable: Employee Performance

* In regression analysis, the coefficients on the independent variables show the relationship between each variable.

- * There are adjusted coefficients, along with betas also standardized. This allows different variables to be compared on the basis of the relationship each variable has with the dependent variable.
- * Each variable also has accompanying t values and p values to show the degree of significance.
- * The constant indicates the predicted value of Y for the case when all the X's are zero.
- * There is no indication of the value of R, which may be there in order to show the overall goodness of fit of the model.

In this case hypothesis, only the training programs and the gender is significant predictors of employee success while the rest are not.

Multiple linear regression analysis showed a significant and positive correlation regarding attendance to training programs and several employee productivity, efficiency, and customer satisfaction. Train employees achieved a greater level of productivity and completed a greater number of tasks and sales. They showed enhancements in efficiency and a decrease in mistakes. Supporting documents from the bank showed enhanced productivity and efficiency levels when a certain number of employees in the bank were trained. There was an increase in customer satisfaction from the bank when the employees were trained. The Ali Report published in 2017 indicates that training showed improvement in multiple performance areas for employees working in the banking industry.

What explains the differences in training programs being more or less effective in enhancing employees' performance?

One of the interview themes was the need for capturing positive outcome performances sponsored by management in training advocacy and their direct involvement in training processes. In addition, the training content's relevancy was significant. Such training was more effective when customized to particular functions. The absence of resources was a hindrance to a performance improvement, but a results-oriented organizational culture was present and it augmented performance levels of the participants. The results supported the conceptual framework that included supportive and motivational organizational culture, as being pivotal determinants of training outcomes. (Ahmed et al., 2018).

Thus, the 3RD pooling of the training session feedback looks to apply the knowledge that these sessions will provide. A great many employees responded favorably to these training sessions, claiming that they allowed them to acquire additional knowledge, as well as enhance the skills they already possessed. The observations made resulted in alignment of training resource and service outcome to productivity effect, as employees and managers considered the training to not only be of service, but also valuable. These observations indicate the training resource's inequilibrium. The actual insights reflect the impact of training on the Somali banking sector's critical ball markers. The concern alleviating these negative impacts includes supportive culture, adequate resources, and support, mainly managerial. The outcome of the training session feedback allows differentiation of training to mitigate performance outcome. The feedback closure on the outcome URL in the concept framework makes it differentiable. The feedback closure indicates the degree of undervaluation of the training and the variables that impact the outcome.

Conclusion

In the process of preparing the report regarding the influence of training and development programs in the employees of some commercial banks in Mogadishu, Somalia, the author systematically sought to achieve the objectives of the report. The author utilized a combination of methods to gather and process the qualitative and quantitative data in order to examine in detail the possible association of training with some of the variables in the performance.

The main finding was that training programs have a positive influence on the employees' productivity and performance of the employees, and the effect on performance, efficiency and satisfaction was positive and statistically significant. Training employees that were only impacting one of the several aspects was the only focus of an examined key performance criterion. Improving performance was one of the several impacts and even the sole focus from the interviews conducted was training. There were several other topics from the interviews that contributed to the success of training programs. These topics were leadership support, program design, resource availability, and organizational culture.

The authors propose that training programs within banks in the Somali economy will be helpful despite the Somali economy banks correlational training programs effectiveness being potentially influenced by additional training programs. The additional training programs within `some other training programs` are in all likelihood influenced by better training management and increased levels of training. Dahie et al. (2017) contend that the possibility of `some other training programs` that lower the potential of the training programs to be constructive `might be positively moderated by` training management that is supportive within the same work process.

Yours is among the very few and perhaps the only one that has dealt with and documented the strategy of human resources development in the Somali banking industry. It is this segment within the literature that has been most noted. The mixed method approach to some extent, by having both qualitative and quantitative research, has permitted the study to arrive at some conclusions with respect to the relationships among the various elements.

The results in this report help businesses help employees with personalized training.

The final contribution this research provides is to give banks models to help employees develop i skills and motivate them to attain their targets. By elucidating how training is related and unrelated to performance, organizations can implement training that improves the productivity, efficiency and satisfaction of the consumers. This research may also be improved by studying additional variables that influence the transfer of training, or the specific kinds of training programs used. Regardless, this research provides a comprehensive treatment of the practical and theoretical aspects of the problem and is a valuable contribution to a neglected area of research.

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