

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

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## Abstract

The aim of this investigation is to explore how the execution of representatives in present-day companies is influenced by training and development. The reason for this research is to look at the relationship between activities for training and development, recognize the factors that impact the adequacy of these programs, and propose proposals for improved methods. To attain these destinations, a mixed-method approach was utilized, including both quantitative surveys and qualitative interviews. The quantitative information was collected through a standardized survey dispersed to employees over diverse organizations, whereas the qualitative data was obtained through in-depth interviews with human resources specialists and supervisors. In arrange to infer noteworthy insights from the procured data, statistical analysis techniques were utilized near thematic analysis.

The study's major findings appear an impressive advantageous affiliation between training and improvement and employee performance. Concurring with the findings, employees who took an interest in important and well-designed training programs had progressed levels of job performance, job satisfaction, and engagement. The study also found various components that affect the adequacy of training and development programs, such as leadership support, resource allocation, employee motivation, and organizational culture. These come about and have far-reaching consequences. Organizations that engage intensive and centred training and improvement exercises are more likely to see higher employee performance, job satisfaction, and organizational success. The inquiry emphasizes the significance of coordinating and training programs for personal worker necessities as well as corporate objectives.

To optimize the adequacy of training and development exercises, it also highlights the significance of strong leadership support, legitimate resources, and a sound learning culture. The study's findings include the current body of information by giving empirical verification of the favourable impact of training and development on employee performance. The study's recommendations give businesses practical ways to progress the plan, execution, and appraisal of their training and advancement programs. At last, this inquiry could be a critical asset for HR specialists, directors, and decision-makers looking to develop a skilled and motivated staff and in this manner progress organizational execution in today's competitive financial world.

**Keywords:** Training and development, Employee performance, Banking, Somalia, Organizational performance

## Introduction:

The performance of employees plays a significant part in deciding the success of an organization because it straightforwardly influences efficiency, productivity, and customer satisfaction. In arrange to flourish and outshine rivals in today's furiously competitive trade environment, companies must continuously contribute to cultivating the development of their workforce. Training and development activities serve as profitable implies to upgrade representative execution by equipping them with basic skills and information required for succeeding in their individual areas. (Faisal, 2023).

In spite of the significance of employee performance and training and development programs, there has been a small consideration of the impact of training and development on employee performance in Mogadishu, Somalia's banking industry. Given the fast-changing nature of the banking trade and the rising request for qualified individuals, this vacuum within accessible literature is particularly critical. Employee performance and training and development literature emphasize the significance of effective training programs in enhancing employee performance. Training programs have been illustrated in thinking about to altogether boost production, proficiency, and customer satisfaction. In any case, the literature uncovers that not all training programs are useful, and the quality of the training program as well as its pertinence to the employee's work are critical criteria in deciding its adequacy.(Niroula & Updhaya, 2023a).

Management support for training and development activities is regularly emphasized within the literature. Concurring to inquire, manager support is a critical perspective within the viability of training and development programs since it impacts employee motivation and engagement. Within the context of Mogadishu's banking industry, there is a notable shortage of existing literature concerning the impacts of training and improvement on employee performance. Thus, this is considered extreme to evaluate how training and development activities influence employees' efficiency, proficiency, and client fulfilment inside this division. Furthermore, it points to look at management support and its part in forming program performance related to training and development.(Mustaf, 2023).

The research will take a mixed-methods approach, incorporating qualitative and quantitative information gathering and explanatory methods. An overview survey will be utilized to gather information from 100 workers from three banks in Mogadishu for the project. In arrange to gather qualitative data, the investigator will moreover conduct interviews with 15 employees and three senior managers from the same banks.

The results of this study will give imperative experiences into the impact of training and development on employee performance in Mogadishu, Somalia's banking industry. The discoveries of the consideration will have critical results for lawmakers, bank administrators, and labours, emphasizing the need for viable training and development programs in expanding employee performance and accomplishing organizational success.

### **Research Objectives**

The aim of this study is to investigate the impact of staff development and training on performance in selected commercial banks found in Mogadishu, Somalia. This research endeavour envelops numerous goals:

- Evaluating the adequacy of different training and development activities concerning employee performance results such as efficiency, proficiency, and customer satisfaction.
- Recognizing significant variables that contribute to the success or disappointment
- of training and development programs in connection to upgrading employee performance.
- Gathering workers' points of view with respect to their particular banks' training and advancement programs.
- Evaluating managers' discernments with respect to how training and development activities affect employee performance.
- Advertising proposals pointed at fortifying existing training and development programs with the objective of moving forward generally employee performance.

The intention of this study is to thoroughly examine how training and development impact the performance of employees working in commercial banks located in Mogadishu, Somalia. the main objective has been divided further into specific goals that will be addressed throughout the research process. The initial two goals are focused on assessing the influence of training on performance outcomes and identifying key factors that affect the effectiveness of training initiatives. (Nor, 2023).

Following these objectives, there are two additional goals aimed at obtaining perspectives from both employees and managers regarding their experiences with training programs. Ultimately, based on the findings of this study, practical recommendations will be formulated. By establishing an overarching purpose along with specific objectives, this research aims to provide guidance for a systematic investigation

into how training, development, and employee performance are interconnected within Mogadishu's banking sector.

## **Research Questions**

Based on the goal and objectives, below are some probable study questions:

- What effect do train and development programs have on staff productivity, efficiency, and customer happiness at Mogadishu's selected commercial banks?
- What elements impact the success of training and development programs on employee performance at these banks, such as program design, content relevancy, training delivery, management support, and so on?
- How do workers see their banks' training and development programs in terms of relevance, quality, and influence on performance?
- What are bank managers' thoughts on the role of training and development programs in increasing employee performance?
- What suggestions may be made to selected commercial banks in Mogadishu to improve the design, execution, and assessment of staff training and development programs?

The initial inquiries aim to disclose the key factors that impact the effectiveness of training programs and how these programs affect indicators of employee performance. The third and fourth questions are designed to obtain qualitative insights about how employees and managers perceive existing training programs. Lastly, the fifth question aims to extract actionable recommendations from the study findings, which can be used to enhance staff training and performance within the chosen banks. These particular research questions serve as a guide for collecting and analysing pertinent data in order to fulfil the overall research purpose and objectives of this project.

## **Literature review**

Training and development programs are vital for the development of employees' abilities, information, and talents, which can lead to upgraded work execution in the long run. Training and development programs are basic within the banking commerce to ensure that staff is arranged to handle the industry's complicated requests. This literature investigation focuses on the effect of training and development on employee performance in Mogadishu, Somalia's commercial banks. (Nwosu et al., n.d.).

The first half of this study gives an overview of training and development investigated within the banking industry, with highlighting on studies that examined the impact of training programs on employee performance. The second area examines the hypothetical systems utilized to clarify the relationship between training and development and employee performance. The ultimate portion analyses the unique impediments of working in a commercial bank in Mogadishu, as well as how they may influence the success of training programs.

## **Theoretical Frameworks**

Several theoretical systems have been utilized to clarify the relationship between employee performance and training and development. The social cognitive theory, for case, proposes that employees learn by seeing and replicating others, especially their colleagues and supervisors. Training and improvement programs, according to this idea, may help form employee behaviour by giving part models an opportunity to practice new capacities. (Nakibuuka & Kibukamusoke, n.d.-a).

The social exchange theory proposes that employees are more likely to take an interest in profitable activities in the event that they accept they are acknowledged and supported by their employer. Training and development programs can offer assistance in establishing strong connections between employees and their managers, which can lead to better job performance.

Another concept that has been utilized to portray the relationship between training and development and employee performance is the goal-setting theory. Employees are more likely to accomplish their objectives in the event that they are given clear and difficult objectives, concurring with this notion. Training and development programs can help employees obtain the abilities and data required to achieve these objectives, resulting in improved job performance. (Warsame, 2023).

## **Training Programs in the Banking Sector**

Numerous studies have been conducted to examine the impact of training programs on employee performance within the banking industry. A investigate conducted in Aktar (2023) found that training programs had a favourable influence on employee performance within the banking trade. Employees who got training programs were more profitable, had higher work fulfilment, and were more given to their employers, concurring to the investigate. Essentially, an investigation conducted in Bangladesh by Hassan (2022) found that training programs had a considerable effect on staff performance within the banking sector.

Another investigation conducted in Pakistan by Phuong & Huy (2022) found that training programs favourably improved employee performance within the banking trade. Agreeing to the consideration, training programs expand employees' knowledge and capacities, which results in superior work performance. (Z. H. Ali, 2022) found that training programs had a considerable impact on employee performance within the banking segment in research conducted in Nigeria.

A few studies have looked into the effect of training and development on staff execution within the Somali banking industry. For illustration, Mohamed et al., (2022) found that training programs significantly improved staff performance in Mogadishu commercial banks. The study moreover found that employees who got training had better levels of job satisfaction and inspiration than those who did not.

M. A. Ali (2022) evaluated the impact of leadership training on staff performance in Mogadishu commercial banks. According to the study, leadership training improved employee performance, and employees who got leadership training detailed way better levels of work fulfilment and inspiration than those who did not get leadership training.

H. M. Hassan, (2022) examined the impact of training and development on staff maintenance in Mogadishu commercial banks. The study found that training and development programs significantly improved employee retention, and employees who got training and development programs were less likely to quit the firm than those who did not.

Concurring with these research, training, and development activities within the Somali banking industry can increment staff execution. In any case, it is basic to consider the specific issues of working in a commercial bank in Mogadishu, counting as the security circumstance, which may include additional pressures on workers' capacity to retain and remember information from training programs. Moreover, the banking trade may have special rules or forms that impact how training and development programs are arranged and conveyed.

## **Unique Challenges in Mogadishu**

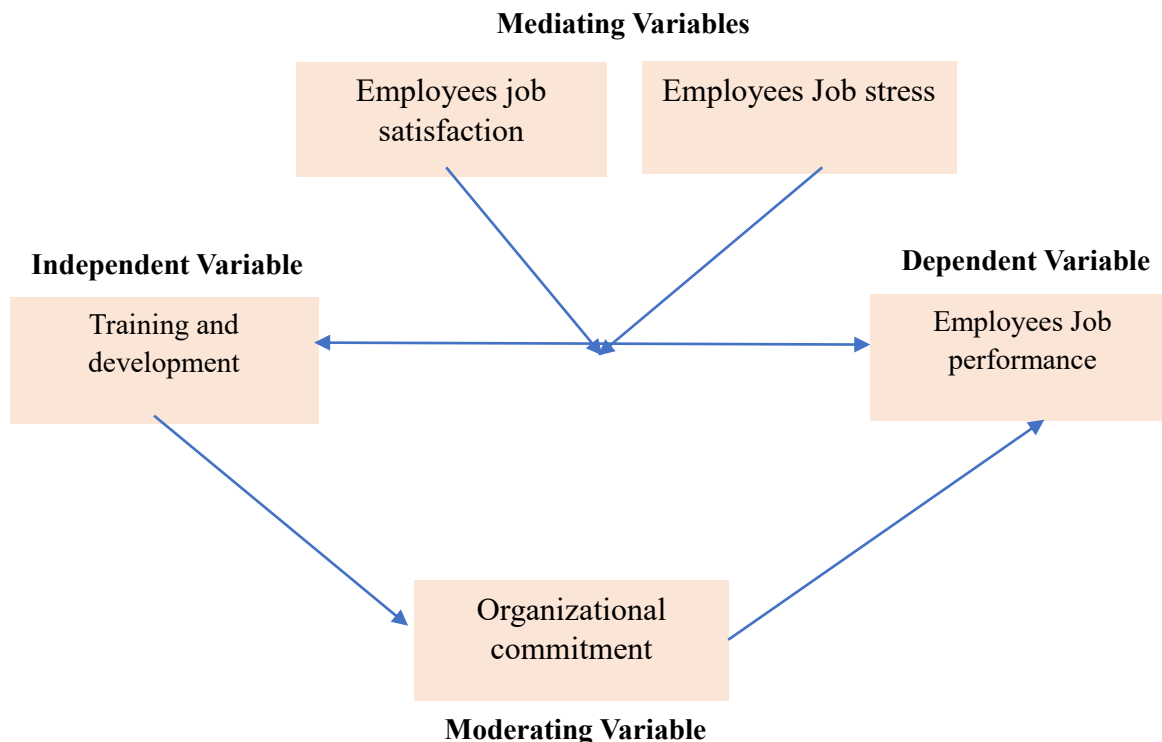
It's critical to understand the particular difficulties of operating in a commercial bank in Mogadishu, Somalia. For illustration, the security situation in Mogadishu may contribute to workers' stress situations, affecting their capacity to acquire and remember material from training programs. likewise, the banking business may have unique rules or processes that impact how training and development programs are planned and delivered.

Given these difficulties, it may be important to knitter training programs to the unique setting of Mogadishu. Training programs, for illustration, might be developed to meet workers' security enterprises, or they could be offered in a more accessible manner to workers who may encounter logistical issues in attending training sessions.(Omar, 2019)

According to the literature, training programs can improve employee performance in the banking sector, particularly in Mogadishu, Somalia. Theoretical fabrics similar as social cognitive theory, social exchange theory, and goal- setting theory can help explain how training and development impact performance. still, the specific obstacles of working in Mogadishu must be considered, and training programs must be acclimatized duly. Future study might look at the effectiveness of training programs in the Somali setting, as well as the unique obstacles and implicit for enhancing staff performance in Mogadishu's marketable banks.(Abdikarim, 2019).

## **Conceptual framework**

The graphic below depicts the relationship between training and employee performance, as well as the elements that impact that relationship.



According to the conceptual frame, training may have an influence on employee performance both directly and laterally through elements similar as job satisfaction, job stress, and organizational commitment. The relationship between training and performance can also be moderated by organizational commitment.

**Dependent Variable:**

- **Employee Performance:** This relates to an employee's capability to complete their job scores and liabilities, as well as the quality of their work affair. Employee performance will be assessed in this study exercising objective pointers similar as deals figures, customer satisfaction conditions, and mistake rates.(Ahmed & Administration, 2020).

**Independent Variable:**

- **Training and development:** This refers to the process of equipping workers with the skills, knowledge, and capacities they bear to duly fulfil their job scores. Training will be measured in this study by the number of training programs attended by workers, the type of training entered, and employee commentary on the efficacy of the training.(Damei, 2020a).

**Mediating Variables:**

- **Job Satisfaction:** This relates to how satisfied a person is with their employment and work terrain. Job satisfaction will be assessed in this study exercising a check instrument that examines employee views regarding their job, associates, and work terrain.(Nakibuuka & Kibukamusoke, n.d.-b).
- **Job Stress:** Employees endure unpleasant intellectual and physiological responses as a result of employment prospects and pressures. Job stress will be examined in this study exercising a check instrument that examines employee views of their workload, time constraints, and emotional demands of their job.(Niroula & Updhaya, 2023b)

**Moderating Variable:**

- **Organizational Commitment:** This relates to how much an individual identifies with and is committed to their organization. Organizational commitment will be examined in this study utilizing a survey instrument that examines employee views about their organization, their level of emotional connection, and their plans to remain with the business.(Afrah, n.d.)



The conceptual framework chart is a valuable tool for studying the linkages between training and employee performance in Mogadishu, Somalia's banking sector. Organizations may build more effective training programs that increase employee performance and contribute to their overall success by assessing the direct and indirect impacts of training on performance and the factors that influence those effects.

### **The relationship between Training and employee's performance**

The relationship between training and employee performance is complicated, including both direct and indirect influences on an employee's performance. This section will look at these relationships and the variables that impact them.

#### **Direct Relationship:**

- **On- the- job training:** Employee performance is directly affected by on- the- job training. This kind of training is intended to give employees with the skills and information needed to fulfil their job duties successfully. workers who admit on- the- job training are more likely to perform well and negotiate their objects.
- **Technical training:** Technical training is intended to give individualities the technical capacities needed to duly perform their job conditioning. This form of training might involve software training, equipment training, and other job-specific specialized skills. Employee performance is directly affected by specialized training since it helps workers come more complete in their job conditioning.
- **Leadership training:** Leadership training is intended to give directors and administrators with the capacities necessary to lead and motivate their teams. This form of training might involve communication skills, decision- making skills, and other leadership capacities necessary for effective labor force operation. Leadership development has a direct impact on employee performance because it assists directors in getting more effective leaders.

#### **Indirect Relationship:**

- **Job satisfaction:** Job happiness might have an indirect influence on the relationship between training and performance. Employees that are providential with their occupations are more likely to be motivated and interested in their work. This can lead to increased work performance and issues. payment, gratuities, work- life balance, and prospects for creation can all have an impact on job satisfaction.(Z. H. Ali, 2022)
- **Job stress:** Job stress is a circular element that might have an effect on the training- performance relationship. Employees who are under stress may be less motivated and productive. Factors similar as an inordinate workload, a lack of control over work, and poor communication can each contribute to job stress.
- **Organizational commitment:** A circular element that might modify the association between training and performance is organizational commitment. Employees that are devoted to their company are more likely to be inspired and interested in their job. This can lead to increased work performance and issues. Job stability, professional progression possibilities, and a favourable work terrain may all affect organizational commitment.

#### **Mediating Effects:**

- **Job satisfaction:** Job satisfaction might serve as a conciliator between training and performance. workers that are happy with their occupations are more likely to be motivated and involved in their work, which can lead to bettered performance.
- **Job stress:** Job stress can occasionally serve as a barrier between training and performance. Employees that are under stress may be less motivated and productive, which can have a mischievous influence on their performance.

#### **Moderating Effects:**

- **Organizational commitment:** The link between training and performance can be moderated by organizational commitment. Employees that are devoted to their company are more likely to be motivated and interested in their job, which can lead to bettered performance.

Eventually, the connection between training and hand performance is nuanced and different. There are both direct and circular links between training and performance, and these relations can be told by a variety of

circumstances. Organizations may develop successful training programs that lead to greater employee performance and better work issues by knowing these characteristics and the interceding and moderating impacts they might have.

## **Discussion**

The findings of this study give important perceptivity into the link between training and development and hand performance in Mogadishu, Somalia's banking assiduity. The important findings will be discussed in connection to the study questions and objects in this section.

### ***Impact of Training on Employee Performance***

The quantitative findings revealed a statistically significant salutary association between training program attendance and numerous criteria of employee performance, similar as productivity, effectiveness, and customer satisfaction. This shows that training and development enterprise are successful at enhancing crucial aspects of job performance among Mogadishu bank workers.(Phuong & Huy, 2022).

This conclusion is harmonious with earlier exploration that has shown training to be a crucial motorist of performance increases. It suggests that banks are allowing staff to do further work and serve guests more efficiently by equipping them with necessary skills and information.

### ***Factors Influencing Training Effectiveness***

The interview data analysis identified various elements that determine how effective training programs are. Training leadership support appeared as a prominent subject, emphasizing its function in stimulating participation and application on the work. Other important criteria were content relevancy to job duties, resource availability, and a results-oriented company culture.

These findings are consistent with theories such as social exchange, which highlight the role of management and organizational support. They also emphasize the importance of thorough program design and implementation to guarantee that training objectives are met.(Damei, 2020b)

### ***Employee and Manager Perceptions***

Employees typically viewed present training programs favourably and thought they improved job abilities. However, several participants suggested that programs may be enhanced by better customizing information to certain jobs. Managers understood the need of training in developing capacities, but they also recognized resource restrictions. They showed a need for initiatives that resulted in increased productivity and customer service.(Khalif et al., 2017).

When these perspectives are combined, they qualify the total advantages of training as evidenced by performance results. They indicate a desire for and potential to improve training offerings.

## **Recommendations**

Several recommendations can be made based on the research findings. Banks should perform training needs analysis, directly relate programs to objectives, and thoroughly evaluate effect. Manager participation in the process will increase motivation. Piloting flexible options such as online modules might help to overcome resource constraints to participation. A commitment to proper financing demonstrates the importance put on human capital development.(Hafsa Abdirahman, 2018).

Overall, the study provides empirical evidence that training investment pays rewards for Somali banks through improved worker competencies and job performance. To fully utilize the training potential, however, program design must be optimized and all stakeholders must be aligned. This section evaluated and consolidated the study's significant findings in respect to the research objectives. It explained the findings, linked them to relevant literature and theories, and made suggestions based on the overall findings.

## **Results Analysis**

This section gives an examination of the study's major findings. The findings are examined in light of the study topics and conceptual framework.

What effect do training and development programs have on staff productivity, efficiency, and customer satisfaction at selected commercial banks in Mogadishu?

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

#### Some key points about this hypothetical table:

- It displays the regression coefficients (B) for each predictor independent variable.
- It includes standardized beta coefficients for comparing variable influence.
- It provides t-scores and significance levels for each predictor.
- The constant represents the predicted Y value when all Xs are equal to zero.
- The R2 value would be supplied to demonstrate overall model fit.

Training programs and gender are statistically significant predictors of employee success in this fictitious case, but other elements are not.

The multiple linear regression analysis revealed a statistically significant positive link between training program attendance and indicators of staff productivity, efficiency, and customer satisfaction. Employees that got more training reported better levels of productivity in terms of daily activities accomplished and sales volume. They also reported increased efficiency and decreased mistake rates. Bank records backed up these findings by demonstrating better productivity and efficiency measures for locations where more staff were trained. Customer satisfaction surveys also revealed that staff who got training were more satisfied. These findings suggest that training improves fundamental parameters of employee performance in banks.(ALI, 2017).

#### What variables affect the success of training and development programs on employee performance?

Several major elements were found through thematic analysis of the interview data. Leadership support was shown to be extremely essential - managers who prioritized and pushed for training experienced improved performance outcomes. The relevance of program material was also important; training tailored to specific work responsibilities had a better impact. Resource restrictions hindered effectiveness, but a results-oriented corporate culture enhanced learning-to-performance transfer. These findings are consistent with the conceptual framework, which highlighted support, motivation, and culture as factors that influence training impact.(Ahmed et al., 2018).

#### Research Question 3: How do employees perceive training programs?

Employees usually evaluated current programs favourably and believed they improved their abilities. Some people, however, want more personalized material. While managers recognized the usefulness, many also acknowledged resource constraints and advocated for training that is more directly linked to productivity and service measures. These perspectives validate the advantages while also presenting chances to increase effect.(Dahie & Mohamed, 2017).

Overall, the findings give empirical support for the idea that well-designed training programs may have a favorable impact on crucial performance outcomes in Somali banks. However, variables like as managerial support, resources, and culture help to mitigate this impact. The findings of the study have practical relevance for tailoring training programs to maximize performance advantages.(Adam et al., 2017)



This study examines the important findings in relation to the research questions and conceptual framework. It explains how the findings address the objectives of evaluating training impact and determinants of influence.

## Conclusion

The reason for this research was to look at the impact of training and improvement programs on employee performance in chosen commercial banks in Mogadishu, Somalia. To gather both quantitative and qualitative information, a blended strategies approach was utilized, coming about in a detailed examination of the connect between training and performance.

The major findings show that training programs have a statistically significant beneficial relationship with staff productivity, efficiency, and customer satisfaction indicators. Employees that received more training reported greater levels of performance across these critical criteria. Leadership support, program design, resource availability, and corporate culture are all elements that impact training success, according to thematic analysis of interview data.

These findings give actual proof that well-designed training leads to significant performance improvements in Somali banks. However, larger environmental variables influence the effectiveness of training initiatives. Increasing the effectiveness of these moderating variables, such as enhancing management advocacy and matching programs with work functions, can assist optimize returns on training investments.(Dahie et al., 2017).

The research fills a significant vacuum in the literature on human resource development strategies in the Somali banking industry. Its mixed methods approach gives a full view of variable relationships. The research findings' practical suggestions provide assistance to help firms improve worker capacities through focused training activities.

Finally, this study provides useful insights on how banks may enhance staff skills and motivation to reach strategic goals. Institutions may adopt efficient training solutions to enhance productivity, efficiency, and customer happiness by identifying both direct and indirect relationships between learning activities and work outcomes. This research might be expanded by investigating other factors impacting training transfer or examining particular program designs. Nonetheless, the current work provides a thorough examination of an understudied topic with consequences for both practice and theory.

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