

A Paradigm of Entrepreneurship: Entrepreneurship Management Practices and Youth Empowerment Programs in Mogadishu, Somalia

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Abstract Youth unemployment is a growing global issue, exacerbating poverty and dependency cycles that hinder development. Despite the initiatives by the various stakeholders to improve youth empowerment, it has remained below the threshold. Available data indicated that Somalia is still experiencing one of the highest youth unemployment rates globally at 67%. Additionally, the low education levels, which stand at 60%, have contributed to Somali youth's inability to receive entrepreneurial training. Therefore, the primary focus of the research was to ascertain the effect of entrepreneurship management practices on youth empowerment programs in Mogadishu, Somalia. Precisely, the study examined the impact of resource orientation, entrepreneurship culture, growth orientation, and management structure on youth empowerment programs in Mogadishu, Somalia. The empowerment theory, stakeholder's theory and dynamic capability theory anchored the study. The study used a descriptive research design. The target population included four hundred youth in youth empowerment programs in Mogadishu, Somalia. Proportional stratified and simple random sampling techniques determined a response size of two hundred participants. The study used structured questionnaires and Twenty respondents participated in a pilot exercise. The study used reliability and validity to test data collection instrument. Descriptive and inferential statistics were employed to analyse quantitative data. Descriptive statistics were summarized using frequencies, percentages, means, and standard deviations. The study established a positive and significant relationship between resource orientation, entrepreneurship culture, growth orientation, and management structure in youth empowerment programs in Mogadishu, Somalia. The study recommends that the policymakers, development partners, and community leaders prioritize the integration of entrepreneurship training and support systems within youth programs. The study recommended the establishment of innovation hubs, access to micro-finance, and business development services tailored to the needs of young entrepreneurs; and to integrate entrepreneurship education into school curricula and community outreach programs to foster entrepreneurial perspectives from a young age.

Keywords: Entrepreneurship Management Practices, Entrepreneurship Culture, Growth Orientation, Management structure, Youth empowerment and Youth empowerment programs

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1. Introduction

The unemployment rate level worldwide has risen to 6.5%, affecting roughly 220 million individuals [1]. Youth unemployment, in particular, deepens poverty and reinforces cycles of dependency that obstruct development. Governments and development partners have devised and lobbied for national youth policies, programs, and financial allocations to equip the youth with the knowledge, skills and resources needed to break free from poverty and unemployment [2]. In Sub-Saharan Africa, various governments and organizations have empowered the youth by introducing entrepreneurship programs to combat young unemployment [3]. As a result, many young people have

turned to entrepreneurship that plays a vital approach to driving a nation's economic growth [4].

However, these programs often face significant hurdles that limit their effectiveness. A critical issue is the lack of continuity, where initiatives are short-lived due to inconsistent funding, inadequate entrepreneurial training, or changing priorities among stakeholders [5]. Moreover, many programs suffer from weak functional structures, lacking clear objectives, inefficient management, and unsustainable frameworks. Entrepreneurship management practices provide a promising solution to these challenges fostering a culture of innovation, resilience, and self-reliance [6]. [7], emphasized on how cultural norms impact on youth entrepreneurial programs across Bangladesh. Incorporating effective entrepreneurship management practices ensures that these programs are

well-structured, community-driven, and capable of adapting to changing circumstances.

Somalia is among the world's youngest nations, with 75% of its population below the age of 30 [8]. Available data indicates that the country experiences one of the highest youth unemployment rates globally at 67%, South Africa stands at 33.6 per cent, Botswana 24.7 per cent, and Gabon 22.3 per cent [2]. Decades of civil war, the rise of violent extremism, and weak, ineffective governance have made Somalia one of the most unstable nations in terms of state-building [9,10]. This destruction has significantly limited opportunities for young people to access resources and skills development programs that could empower them to contribute meaningfully to their communities and the economy [11]. However, in Mogadishu Somalia, SMEs continuously play an increasingly significant role in promoting economic growth [12].

1.1. Youth Empowerment

Recent literature on youth empowerment offers diverse concepts, reflecting the multifaceted nature of this topic. Some studies have suggested that developing linkages with large enterprises and program ownership should be the main priorities as pertains to youth empowerment [13]. In line with this, [14] define youth empowerment as the extent to which opportunities are created for marketing youth-owned products and services, as well as enhancing access to employment, facilitating marketing of products and services and credit accessibility. However, [15] documents that parameters utilized to assess the achievement of an empowerment programs vary in accordance with its scope, magnitude, and complex nature.

[16] expressed concerns about the continuity of projects, noting that while significant progress such as credit accessibility and entrepreneurial mentorship has been made in project implementation, the post-implementation phase remains challenging, with only a small number of projects being successfully maintained over time. [17] ascertain incorporating youth empowerment is crucial for ensuring accountability and demonstrates a commitment to creating supportive conditions that enable young people to take control of their well-being. Additionally, [18] describe youth empowerment as initiatives that build on the strengths of young individuals, providing funding, actively engaging them in decisions related to the design, planning, and execution of these programs while placing them at the core of the process.

[19] emphasizes on how youth empowerment can be seen as a process that encompasses entrepreneurial training, facilitating marketing of the products and services and credit accessibility enabling young individuals to develop the skills, confidence, and authority needed in live. Additionally the literature of youth empowerment capture employments and providing funding for the youth owned programs. Therefore, the study will use entrepreneurial training, employments, credit accessibility and facilitating marketing of products and services of youth owned enterprises as measures of youth empowerment.

1.2. Entrepreneurship Management Practices

Numerous business specialists and hypothetical

researchers affirm that resource orientation, entrepreneurship culture, growth orientation and management structure and reward philosophy serve as a metric to assess the entrepreneurship management practices [3,12,21,20]. This is in agreement with the investigation conducted by [22] that outlines entrepreneurship management practices, as viewed through the lens of Stevenson's framework, emphasizing the management structure that drives organizational success amidst uncertainty and change. However, [23] report that innovation, as an aspect of entrepreneurship management practices, positively impacted the performance of Ghanaian Halal food and beverage businesses. Additionally some studies added to this literature by conceptualizing entrepreneurship management practices as financial and communication intelligence [7]. Further studies add to this literature by including financial training and building entrepreneurship mind-set as measures of entrepreneurship management practices [24]. Therefore, the current study conceptualized entrepreneurship management practices in terms of resource orientation, entrepreneurship culture, growth orientation and management structure.

[25] details resource orientation as a strategic approach entrepreneurs use to identify, acquire and manage resources to create, sustain, and grow a business. On the other hand, entrepreneurship culture is a set of shared values, beliefs, attitudes, and practices within an organization or society that emphasizes on a mind-set that encourages innovation, risk-taking, proactive problem-solving, and resilience, which are essential for effective entrepreneurship management [26,27,28]. Growth orientation is an entrepreneur's strategic focus on achieving sustained expansion and development in business operations by clearly outlining visions of expansions, market development and core values [29]. Management structure is a framework through which roles, responsibilities, decision-making processes, and communication flows are organized and coordinated to support entrepreneurial activities within a business [30].

1.3. Youth Empowerment Programs in Mogadishu Somalia

The definition of youth varies across countries, reflecting differences in cultural, social, and policy perspectives [31]. In Somalia, the National Youth Policy, introduced in 2010, defines youth as individuals aged 15 to 40 years [32]. This demographic represents not only the future of the nation but also its majority population. However, with over 70% of Somali youth unemployed, country is confronted with persistently high levels of destitution, leading to increased social unrest and delinquent behavior [33].

Poverty, vulnerability, conflict, and disasters in Somalia are intricately linked, creating a complex cycle that exacerbates the challenges faced by young people [1,34]. To address these issues, various stakeholders have implemented youth empowerment programs in Mogadishu [35]. These initiatives aim to equip young people with entrepreneurial skills and foster their personal and economic growth, ultimately contributing to a more stable and prosperous society. Somalia's strategic importance is largely attributed to its geographic location. It is situated

with the Gulf of Aden to the north, and to the southwest of Kenya. Within the city of Mogadishu, there are a total of 18 initiatives that are devoted to youth employment and increasing the influence of youth in political affairs [1].

1.4. Statement of the Problem

The federal government of Somalia's efforts to promote industrialization, reduce poverty and unemployment, and elevate the nation to middle-income status are partly dependent on the growth and advancement of youth empowerment programs [1]. To address this, the National Youth Policy 2017-2021 establishes favorable conditions for youth to engage in democratic processes within the country. It supports initiatives and programs that empower young people to become active citizens by providing access to credit and funding, offering entrepreneurial training and seminars, and facilitating employment opportunities to promote their personal and economic growth [32]. Despite the initiatives by the various stakeholders to improve youth empowerment, it has remained below the threshold. Available data indicates that the state continues to face one of the greatest youth unemployment rates globally at 67%, [2]. Additionally, Low education levels of 60% have however contributed to the failure by Somalia youth to get entrepreneurial training [5,10].

Empirical studies across various contexts suggest that research conducted on a single component of entrepreneurship management practices in Europe, Asia, US, [28,36,37]. None of these studies have given attention to the youth empowerment programs despite its potential to contribute to socio-economic benefits to national economies. Besides, most of the studies done have not used several of the dimensions of entrepreneurship management practices in one single study to explain the combined effect of diverse components of entrepreneurship management practices on youth empowerment [38,39,40].

The outcomes of the study are not generalizable to other sectors and contexts because of the limited methodological rigor, which stems from the use of non-probability sampling methods and exploratory research designs and use of case studies drawn from small sample sizes [40,41,42,43]. Thus, there are numerous challenges in extant literature making it difficult to authoritatively explain how entrepreneurship management practices predict youth empowerment in diverse industrial sectors in the context of dynamic environments.

1.5. Objectives of the Study

The specific objectives for the study were:

- (i). to examine the effect of resource orientation on youth empowerment programs in Mogadishu, Somalia.
- (ii). to determine entrepreneurship culture on youth empowerment programs in Mogadishu, Somalia.
- (iii). to assess the effect of growth orientation on youth empowerment programs in Mogadishu, Somalia.
- (iv). to determine the effect of management structure on youth empowerment programs in Mogadishu, Somalia.

2. Review of Literature

2.1. Theoretical Review

The theoretical perspective aspect focused on the three primary pertinent or supporting recommendations that are related to the study. The theories include: empowerment theory, stakeholder's theory and dynamic capabilities theory.

2.2.1. Empowerment Theory

Empowerment theory, first put forward by [44] states that people have the power to identify their own needs and act on them because they understand these needs better than others. Empowerment is the process by which individuals take charge of lives, freely participate in community life, and exhibit a critical awareness of the surroundings. Today, other scholars emphasize the promotion of human activities as an active process determined by the environment and situations in order to move from a passive state to an active state and in addition, the process supports the integration of self-acceptance and self-confidence, social and political understanding, and the individual's ability to make decisions and play an important role in environmental management. Many researchers have used motivation theory to find entrepreneurship. Behavior in organizations is based on three variables, including structure, power, and numbers (size and relationship), and therefore also affects support, as purported by [5] in Mogadishu, Somali.

However, empowerment theory has also suffered from several criticisms. People being empowerment might not have their own self-esteem implying that indeed they have to be led by experts hence such people require some kind of protection defeating the empowerment tenets. Additionally, there is always an asymmetry between those pushing for empowerment and the people requiring empowerment leading to a doubt as to who the empowerment is meant for; the expert campaigner or the underprivileged person. Empowerment brings out the issues of resources, information, and support to accomplish the task at hand. Regional and international research shows that business success is based on the foundations of empowerment theory.

2.2.2. Stakeholders Theory

[45] formulated the stakeholders' theory putting a unique spin on strategy by highlighting the need of establishing and sustaining long-term relationships with stakeholders. The unique approach of stakeholder theory focused on prioritizing the formation and sustenance of long-term connections with stakeholders as the primary driver of corporate success [14]. According to the theory, which posits that youth empowerment programs have agreements with a variety of parties that are involved, therefore, failure to fulfill these contracts can subject to a broad variety of both economic and non-financial risks, as well as reputational harm [46]. As a result, boards of directors have a critical monitoring role to make sure managers effectively balance different parties' best interests.

Stakeholder argument states the fundamental function of any program gains to a clear majority of stakeholders and the achievement of this goal is dependent on the support and cooperation of the stakeholders themselves [47]. In line with the theory, the youth empowerment

programs should be liable to a broad range of societal stakeholders, beyond just the organization's owners or principals [48]. As a result, stakeholders are critical because they determine the project's success.

2.2.3. Dynamic Capability Theory

[49] introduced the concept of dynamic capabilities as the capability of an organization to navigate through turbulent market environment by purposely creating, modifying and competently using its internal and external resources. Dynamic capacities theory clarifies the long-term viability of youth empowerment programs by illustrating how they can mitigate competitive risks by reallocating their resources. The theory asserts that a program's capacity to effectively leverage both its internal and external resources to achieve desired transformations [50]. Likewise, [49] denoted, dynamic capabilities help in amending prevailing capabilities and resource; and progress into innovative capabilities.

The theory regards dynamic capabilities as an intangible resource [49]. The dynamic capabilities theory's resource perspective improves the Resource-Based View Theory. Nevertheless, the theory diverges from the Resource-Based View Theory in that it emphasizes on the external environment, whereas Resource-Based View Theory regarded it as immutable [51]. Youth empowerment programs in Mogadishu Somalia can utilize dynamic capabilities to analyze the environment, comprehend the market, and identify and capitalize on opportunities.

2.3. Empirical Literature Review

An empirical review of literature encompasses the evaluation of previous studies that are similar to the one being proposed about acquiring the knowledge of their conceptualization, methodologies, contextualization, findings, and conclusions. This allows reproaches to determine the gaps to be filled with this study [52]. The empirical literature review focused on distinct ideas of entrepreneurship management strategies: resource orientation, entrepreneurship culture, growth orientation and management structure.

2.3.1. Resource Orientation and Youth Empowerment

[37] explored the relationship between incremental product innovation and performance in USA. Using purposive sampling, the study identified 10 respondents and utilized exploratory design with mixed methods. The findings from two empirical studies demonstrate that adhocracy culture positively affects firm performance through incremental product innovation. While the exploratory research design provides valuable insights, it should not be considered conclusive. Moreover, purposive sampling, although easy to implement, often results in biased outcomes due to its reliance on the access to respondents. Furthermore, it is undertaken in U.S. restaurants, which is different from youth empowerment programs in Mogadishu, Somalia.

[53] investigated how peer knowledge sharing affects organizations' financial and innovation performance. Data collection and model testing are carried out using a survey design technique. Structural equation modelling is utilized

to examine the hypothesized correlations using data from 330 knowledge workers in diverse service-based firms in Turkey. The results show that the level of workers' involvement in knowledge sharing behaviour with their peers and their managers' leadership support exerts a beneficial influence on companies' knowledge management success, which, in turn, can favourably improve organizations' innovation performance. The study was conducted in Turkey a developed market as opposed to Somalia. In addition, service-based firms differ structurally and operationally from youth empowerment programs.

[36] examined the product innovation, and performance of organizations in Portugal. Secondary data was utilized and response rates were at 29%. Product innovation influenced performance. Portugal is an already economically developed market. Furthermore, industrial organizations are different from youth empowerment programs in Mogadishu Somalia. The study employed secondary data for analysis, which fails to reflect the current market trends.

2.3.2. Entrepreneurship Culture and Youth Empowerment

[28] explored how entrepreneurial culture influences entrepreneurial mentality, which influences financial performance, in order to foster entrepreneurship at 10 Colombian universities. A sample from 10 colleges in Colombia was collected. The findings suggest seeing an entrepreneurial culture and receiving instruction, the more entrepreneurial mentality students develop. Additionally, it was shown that entrepreneurial culture had a good impact on the academic atmosphere. Only 10 Colombian colleges were sampled, thus generalizations are impossible. Furthermore, the factors explored here may not adequately represent the actual extent of the entrepreneurial programs in such universities therefore; they should allow universities to adapt their policies around this crucial subject. More so, it was carried out in universities in Colombia which differs structurally and operationally from youth empowerment programs in Mogadishu, Somalia.

[42] studied the impact of gender-role orientation and entrepreneurial culture on women's progress in Spain. A purposeful sample was employed, with 1195 Spanish women. The research analysed data using the logit model. The results indicate that women who exhibit masculine traits are more likely to seek out business opportunities. The study focused solely on women in Spain. Purposive sampling technique was utilized, which it is expedient and simple to implement, but often results in biased outcomes rather than systematically selecting a diverse and representative sample [54]. The study was carried out on women programs in Spain in comparison to the present study that was conducted on youth empowerment program in Mogadishu Somalia.

[41] examined the impact of various entrepreneurship culture dimensions on the achievement of excellence in business outcomes criteria in the UAE. The researchers administered a questionnaire to 448 managers from organizations that received the Sheikh Khalifa Excellence Award in the past three years. This resulted in a total of 31 organizations, but only 9 were chosen through convenience

sampling. According to the results, entrepreneurship culture impacted business excellence positively.

2.3.3. Growth Orientation and Youth Empowerment

[40] investigated start up innovation as a key to unlocking post-crisis sustainable growth in Romania's entrepreneurial ecosystem. The exploratory study consisted of semi-structured interviews with 168 students who aim to pursue entrepreneurship as a profession. The sample was drawn using the "snowball" approach. According to the findings, innovative companies have a substantial impact on Romania's sustainable economic growth. It would have been appropriate to use probability sampling techniques while selecting as they are more superior compared to non-probability sampling technique. In addition, Europe market is an economically developed market compared to Somalia.

[39] explored growth orientation impact on SMEs' performance using a view of competitive advantage, utilizing firm growth and personal wealth metrics. Data was gotten from 300 owners-managers of welding sector SMEs in Tanzanian. Data was analysed using AMOS software. The sample data were then obtained with 200 samples to examine the indirect influence of entrepreneurial attitude on SMEs' lead to SMEs' success in terms of both comp welding sector any development and personal wealth performance indicators. Tanzania's SMEs differs structurally and operationally from youth empowerment programs in Mogadishu, Somalia.

[55] examined the mechanisms of growth improvement utilized by the strategies of the Project Management Office within the Canadian health care sector. A descriptive case study design was employed. The data were collected over a three-month period. A content analysis of the qualitative data was performed. The growth improvement mechanisms positively influenced the strategies of project management agencies within the healthcare sector. The content analysis employed descriptive statistics, which lack measures of statistical significance, such as p-values or confidence intervals, and thus cannot yield conclusive results. The study was conducted in the healthcare sector in Canada, a more developed economic market, in contrast to youth empowerment programs in Mogadishu, Somalia.

2.3.4. Management Structure and Youth Empowerment

[56] analyzed the potential impact of green innovation and the characteristics of the senior management team on the performance of a firm. The hypotheses were tested through the use of partial least square structural equation modelling in quantitative research. The data were obtained from the Indonesia Stock Exchange's high-profile companies. The purposive sampling procedure was implemented. The performance of the firm is positively influenced by the characteristics of the senior management team, as demonstrated by agency theory and sustainability theory. The research was restricted to a small number of prominent Indonesian companies. The research used purposive sampling, while expedient simple to execute, frequently resulting in prejudiced outcomes rather than systematically selecting a diverse and representative sample.

[43] conducted research to evaluate the link between

leverage, management structure, and company performance. This study uses panel data analysis with data from 70 businesses listed on the Pakistan Stock Exchange. The random sampling strategy was employed in this investigation. This study discovered that management structure, institutional structure, and family structure all had an effect with listed company performance on the Pakistan stock exchange. The research was carried out by businesses listed on the Pakistan Stock Exchange which differs structurally and operationally from youth empowerment programs in Mogadishu, Somalia. Secondary data was used which it good to also include primary data to capture real time events.

[38] researched on the management structure and performance of Covenant Micro Finance Bank Nigeria. The studies demographic include both the employees and bank clients. A census technique was employed, with a total population of 51 Covenant Micro Finance Bank employees and a sample size of 303 clients. Covenant Micro Finance Bank's management structure impacted performance positively. Micro Finance Bank differs structurally and operationally from youth empowerment programs.

3. Research Methodology

3.1. Research Design

[57] Posit that research designs are not without imperfections, yet the integration of multiple designs can effectively mitigate the limitations inherent in each design. The present study employed descriptive research designs. According to [58] descriptive research lays the groundwork for qualitative studies by offering a thorough analysis and significant insights into the factors that necessitate quantitative analysis.

3.2. Target Population

The population is the complete set of items from which a sample is drawn [58]. The target population involved all 400 youth that take part in the youth empowerment programs in Mogadishu Somalia [1]. The unit of observation was the various youth in six different sectors involved in the youth empowerment programs in Mogadishu, Somalia indicated on Table 1 below.

Table 1. Distribution of Target Population

Sectors	Frequency(N)	Frequency	Percentages
Employment (Youth Employment)	4	85	21.25
Education & Training	3	32	8
Skill Development/TVT	2	50	12.5
Entrepreneurship	6	130	32.5
Health-Social Welfare	3	23	5.75
Community Engagement	2	80	20
Total	20	400	100

Source: (UN, 2024)

3.3. Sampling Design and Procedure

A sample frame consisted of 400 youths in youth empowerment programs in Mogadishu Somalia. [52]

states that selecting an individual in a wide scope sampling is required. A sample size of 200 was chosen using stratified random sampling from a population of 400. In a heterogeneous population, the sampling technique is more appropriate [59]. It works by dividing the population into discrete subgroups, or strata, based on specific characteristics. The results become more generalizable as each subgroup is adequately represented in the final sample. Conversely, random sampling involves the selection of representatives from the entire population, ensuring that each individual has an equal chance of being selected. The sample size was determined using Yamane's

$$(1967) \text{ formula. } N = n = \frac{N}{1 + N(e)^2}$$

Where: n= Sample size, N= Population size e= Level of Precision. At 95% level of confidence and P=5%, n= 322/ (1+322(0.05)²) n= 200

Table 2. Distribution of the Sample

Sectors	Frequency (N)	Multiplier	Sample	Percentage
Employment (Youth Employment)	85	0.5	42	21
Education & Training	32	0.5	17	8.5
Skill Development/T VT	50	0.5	24	12
Entrepreneurship	130	0.5	65	32.5
Health-Social Welfare	23	0.5	12	6
Community Engagement	80	0.5	40	20
Total	400	0.5	200	100

Source: Author 2024

3.4. Empirical Model

[60] recommended using a multiple regression model to predict the values of a dependent variable when multiple independent variables are involved. Regression analysis is used to analyse continuous data [61]. In the present investigation, the dependent variable is measured on a continuous scale; consequently, multiple regression was determined to be the most appropriate method. Inferential statistics was applied to make inferences or predictions about the population based on sample data, employing methods such as correlation analysis, regression analysis, and hypothesis testing [61]. SPSS version 22 was utilized to analyze the descriptive and inferential statistics. To ascertain the extent to which the variable youth empowerment programs account for the variance in entrepreneurship management practices, the adjusted R² value will be computed. Multiple linear regression models were utilized to obtain a coefficient for entrepreneurship management practices components and their accompanying P-values.

The empirical model outlined below was utilized.

$$YE = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: YE = Youth Empowerment; X₁ = Resource Orientation; X₂ = Entrepreneurial Culture;

X₃ = Growth Orientation; X₄ = Management Structure;

$\beta_1 - \beta_4$ = Coefficients of the independent variables X₁, X₂, X₃ and X₄ respectively; β_0 = Constant; ε = the error term.

4. Research Findings and Discussions

4.4. Descriptive Statistics

The descriptive statistics in this section included the measures of entrepreneurship management practices and youth empowerment programs in Mogadishu, Somalia are presented below. The analysis incorporated descriptive measures, encompassing means and standard deviation, and were presented on a scale of 1-5.

4.4.1. Resource Orientation

The research aimed to determine the impact resource orientation on youth empowerment programs in Mogadishu Somalia. Table 3 provides the means and standard deviations for all measures of resource orientation.

Table 3. Resource Orientation Table

Questions on resource orientation	Mean	Std. Deviation
The youth's possibility of success has been significantly enhanced by the acquisition of a wide variety of skills, experiences, and knowledge.	3.75	1.097
The programs assist all youths in developing the capacity to perform assigned duties	3.18	1.179
The programs assist youth in acquiring the knowledge necessary to execute their duties	3.27	1.187
The programs ensure youth are well oriented with all the resources they need to carry out their jobs	3.28	1.172
Aggregate score	3.37	1.159

Source: Research Data, (2025)

The aggregate mean score for resource orientation was 3.37 and aggregate standard deviation of 1.159 whereby most of the respondents concurred that resource orientation influences youth empowerment programs in Mogadishu Somalia. An average score of 3.75 was recorded on how youth's possibility of success has been significantly enhanced by the acquisition of a wide variety of skills, experiences, and knowledge with a high deviation of 1.097. Additionally, there was agreement that the programs ensure youth are well oriented with all the resources they need to carry out their jobs at an average score of 3.28 and high standard deviation of 1.172. This was followed by the agreement establishing programs assist youth in acquiring the knowledge necessary to execute their duties with a mean of 3.27 and a high standard deviation of 1.187. Lastly, there was an agreement that programs assist all youths in developing the capacity to perform assigned duties with a mean of 3.18 and a standard deviation of 1.179. These results concur with the research conducted by [37] demonstrating that adhocracy culture positively affects firm performance through incremental product innovation. Correspondingly, the results are also supported by [53] who observed that the level of The engagement of workers in knowledge sharing with peers, coupled with leadership support from

managers enhance organizational innovation performance.

4.4.2. Entrepreneurship Culture

The research aimed to determine the impact entrepreneurship culture on youth empowerment programs in Mogadishu Somalia. Table 4 presents the means and standard deviations for all the measures of entrepreneurship culture.

Table 4. Entrepreneurship Culture Table

Questions on Entrepreneurship Culture	Mean	Std. Deviation
The program aims to foster a culture of innovation among all youth within the program	3.53	1.182
The program enables youth build be resilience on any challenges that come with job	2.98	1.224
All the youth build risk taking aspect once the go through the youth empowerment programs.	3.02	1.241
The aspect of entrepreneurial mind-set is created during the undertaking of the program	3.30	1.237
Aggregate score	3.21	1.221

Source: Research Data, (2025)

The aggregate mean score for resource orientation was 3.21 and aggregate standard deviation of 1.221 whereby most of the respondents concurred that entrepreneurship culture influences youth empowerment programs in Mogadishu Somalia. An average score of 3.53 was recorded on how program aims to foster a culture of innovation among all youth within the program with a high deviation of 1.182. Additionally, there was agreement that the aspect of entrepreneurial mind-set is created during the undertaking of the program at an average score of 3.30 and high standard deviation of 1.237. This was followed by the agreement establishing that all the youth build risk taking aspect once the go through the youth empowerment programs with a mean of 3.02 and a high standard deviation of 1.241. Lastly, there was low agreement that program enables youth build be resilience on any challenges that come with job with a mean of 2.98 and a standard deviation of 1.224. The findings are in line with the finding of [28] who suggests that seeing an entrepreneurial culture and receiving instruction, the more entrepreneurial mentality students develops. Additionally, it was shown that entrepreneurship culture had a good impact on the academic atmosphere. [41] Adds to the literature by indicating how entrepreneurship culture enhances business excellence.

4.4.3. Growth Orientation

The research aimed to determine the impact growth orientation on youth empowerment programs in Mogadishu Somalia. Table 5 outlines means and standard deviations for all the measures of growth orientation.

The aggregate mean score for resource orientation was 3.28 and aggregate standard deviation of 1.264 whereby most of the respondents concurred that growth orientation influences youth empowerment programs in Mogadishu Somalia. An average score of 3.53 was recorded on how the programs vision of are clearly articulated to all the youth taking the program with a high deviation of 1.270. Additionally, there was agreement that the program has significantly enhanced youth's ability to think broadly and expand their vision for future possibilities at an average

score of 3.51 and high standard deviation of 1.231. This was followed by the agreement establishing that the program orients the youth on the aspect of market development with a mean of 3.19 and a high standard deviation of 1.280. Undertaking the program has enabled youth develop techniques in market expansion of their enterprise with a mean of 3.11 and a high standard deviation of 1.302. Lastly, there was an agreement that the program has given youth in Mogadishu necessary values on job and entrepreneurial skill with a mean of 3.04 and a standard deviation of 1.236. These results concur with the research conducted by [39] growth orientation enhances SMEs' performance using a view of competitive advantage. The findings of [55] also align with the above finding in which conclusions were made that project management strategies were influenced by growth improvement mechanisms.

Table 5. Growth Orientation Table

Questions on Growth Orientation	Mean	Std. Deviation
The programs vision of are clearly articulated to all the youth taking the program	3.53	1.270
The program orients the youth on the aspect of market development	3.19	1.280
Undertaking the program has enabled me develop techniques in market expansion of my enterprise	3.11	1.302
The program has given me necessary values on job and entrepreneurial skill	3.04	1.236
The program has significantly enhanced my ability to think broadly and expand my vision for future possibilities	3.51	1.231
Aggregate score	3.28	1.264

Source: Research Data, (2025)

4.4.4. Management Structure

The research aimed to determine the impact management structure on youth empowerment programs in Mogadishu Somalia. Table 6 outlines the means and standard deviations for all the measures of management structure.

Table 6. Management Structure Table

Questions on Management Structure	Mean	Std. Deviation
The program supports open communication among youth facilitating the exchange of ideas and information	3.22	1.293
The program has a well-structured methodology for managing any future risk	3.19	1.276
The program prioritizes collaboration with other organizations	3.49	1.231
The program creates platform for networking among the youth and other business partners	3.11	1.277
The program encourage youth to share resources among themselves	3.67	1.215
Aggregate score	3.34	1.003

Source: Research Data, (2025)

The aggregate mean score for resource orientation was 3.34 and aggregate standard deviation of 1.003 whereby most of the respondents concurred that management structure influences youth empowerment programs in Mogadishu Somalia. An average score of 3.67 was recorded on how the program encourage youth to share resources among themselves with a high deviation of 1.215. Additionally, there was agreement that the program

prioritizes collaboration with other organizations at an average score of 3.49 and high standard deviation of 1.231. This was followed by the agreement establishing that the program supports open communication among youth facilitating the exchange of ideas and information with a mean of 3.22 and a high standard deviation of 1.293. There was also agreement that program has a well-structured methodology for managing any future risk with a mean of 3.19 and a high standard deviation of 1.276. Lastly, the respondents agreed that the program creates platform for networking among the youth and other business partners with a mean of 3.11 and a standard deviation of 1.277. These results concur with the research conducted by [56] demonstrating that performance of the firm is positively influenced by the characteristics of the senior management team. Correspondingly, the results are also supported by [43] whom discovered that management structure, institutional structure, and family structure all had an effect with listed company performance on the Pakistan stock exchange.

4.4.5. Youth Empowerment Programs in Mogadishu Somalia

This section presents the results for descriptive analysis of data on youth empowerment programs in Mogadishu Somalia. Table 7 outlines the means and standard deviations for all the measures of management structure.

Table 7. Youth Empowerment Table

Questions on Youth Empowerment	Mean	Std. Deviation
Our program consistently attempts to network with other organizations to help facilitate marketing of products and services of youth owned enterprises	3.28	1.355
Youth are pleased with our trainings on entrepreneurship	3.39	1.328
We have maintained a solid service to guarantee services to all the youth	3.21	1.300
Through networking and collaborations with other investors we can provide funds and credit to the youth owned entrepreneurship	3.08	1.284
We keep solid relationships with other organizations to help acquire employment for our youth.	3.11	1.339
Aggregate score	3.21	1.321

Source: Research Data, (2025)

The aggregate mean score for youth empowerment was 3.21 and aggregate standard deviation of 1.321. to a moderate agreement as evidenced by a mean of 3.39 and a standard deviation of 1.328 demonstrated that most respondents agreed to the statement that youth are pleased with our trainings on entrepreneurship. Furthermore, the results indicated the program consistently attempts to network with other organizations to help facilitate marketing of products and services of youth owned enterprises, programs have maintained a solid service to guarantee services to all the youth with a mean of 3.28, 3.21 and a standard deviation of 1.355 and 1.3 respectively. additionally, there was moderate agreement by respondent that the programs keep solid relationships with other organizations to help acquire employment for our youth and through networking and collaborations with other investors we can provide funds

and credit to the youth owned entrepreneurship with a mean of 3.11, 3.08 and a high standard deviation of 1.339 and 1.284 respectively.

4.5. Inferential Statistics

4.5.1. Regression Analysis

An analysis was tested to show whether resource orientation, entrepreneurship culture, growth orientation and management structure on youth empowerment programs in Mogadishu Somalia. The results were presented in the model summary, on Table 8.

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.775	.774	.56719

Source: Research Data, (2025)

The outcomes presented in Table 8 reveal that the adjusted R square stands at .774, indicating that the independent variables, when considered together, account for 77.4 percent of the variations in the impact of entrepreneurship management practices on youth empowerment programs in Mogadishu Somalia. The findings indicated that 22.6 percent of the variations on youth empowerment programs in Mogadishu Somalia could be attributed to factors beyond entrepreneurship management practices.

Table 9. Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	244.902	1	2.111	8.061	.000 ^b
	Residual	18.072	184	.262		
	Total	262.974	185			
a. Dependent Variable: Youth empowerment						
b. Predictors: (Constant), Resource orientation, Entrepreneurship culture, Growth orientation, Management structure						

Source: Research Data, (2025)

Results from Table 9 reveal that the regression model is statistically significant (F-statistic = 8.061, p-value = 0.000), meaning that the relationship between resource orientation, entrepreneurship culture, growth orientation and management structure have statistically significant effect on youth empowerment programs in Mogadishu Somalia.

4.5.2. Regression Coefficients

As shown in Table 10 above holding resource orientation, entrepreneurship culture, growth orientation and management structure constant, the youth empowerment programs in Mogadishu Somalia would be a factor of .501. A rise in resource orientation increases results in a corresponding increase in the youth empowerment programs in Mogadishu Somalia by a factor of 0.887. A rise in entrepreneurship culture results in a corresponding increase in the youth empowerment programs in Mogadishu Somalia, quantified at a factor of 0.845. A rise in growth orientation results in a corresponding increase in the youth empowerment programs in Mogadishu Somalia by a factor of 0.697. A

unit increase in management structure results in a unit increase in the youth empowerment programs in Mogadishu Somalia by a factor of 0.925.

$$\text{Therefore, } Y = 0.887X_1 + 0.845X_2 + 0.697X_3 + 0.925X_4 + \varepsilon$$

Where: Y = Youth empowerment; X_1 = Resource orientation; X_2 = Entrepreneurship culture; X_3 = Growth orientation; X_4 = Management structure; ε = Error terms

Regression coefficient indicated that resource orientation had a positive and significant effect with youth empowerment programs in Mogadishu Somalia ($r=0.887$, $p=0.001$). This support finding from a study by [53] that suggested that the level of workers' involvement in knowledge sharing behavior with their peers and their managers' leadership support exerts a beneficial influence on companies' knowledge management success, which, in turn, can favorably improve organizations' innovation performance. On the other hand, entrepreneurship culture had a positive and significant effect with youth empowerment programs in Mogadishu Somalia ($r=0.845$, $p=0.001$). This is agreeing with [41] finding that entrepreneurship culture impacted business excellence positively. More so, the growth orientation had a positive and significant effect with the youth empowerment programs in Mogadishu Somalia ($r=0.697$, $p=0.000$). Supported, by [55] project management strategies were influenced by growth improvement mechanisms. Finally, Management structure had a positive and significant effect with youth empowerment programs in Mogadishu Somalia ($r=0.925$, $p=0.001$). This agreeing with [38] study that suggested Covenant Micro Finance Bank's management structure has a favorable and significant impact on its performance.

Table 10. Regression coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.501	.174	2.889	.000
	Resource orientation	.887	.052	.780	.001
	Entrepreneurship culture	.845	.051	.772	.001
	Growth orientation	.697	.034	.834	.000
	Management structure	.925	.035	.891	.001

Source: Research Data, (2025)

5. Conclusions and Policy Recommendations

5.1. Conclusions

In the first place, the findings of this inquiry indicate that there may be more factors that led to proper youth empowerment programs in Mogadishu, Somalia. The linear regression was able to capture this information. The first objective concluded that the introduction of a resource orientation significantly led to proper youth

empowerment programs in Mogadishu, Somalia. By adopting resource orientation, stakeholders were able to identify and allocate resources more effectively, ensuring that programs were customized to address the particular requirements of the youth. This strategic approach not only enhanced participation but also encouraged a sense of pride among the young individuals involved. This sense of pride fostered a greater commitment to the programs, leading to improved outcomes and long-term benefits for the community. As a result, stakeholders recognized the importance of continuing to prioritize resource orientation in future initiatives to sustain and expand these successful youth empowerment efforts.

The second objective concluded that fostering an entrepreneurship culture significantly led to proper youth empowerment programs in Mogadishu, Somalia. By adopting innovative strategies and fostering a supportive environment, local leaders can enhance the entrepreneurial spirit among the youth, ultimately driving economic growth and self-sufficiency in the region. This approach not only creates job opportunities but also encourages creativity and resilience among young individuals. As a result, the community can build a sustainable economic foundation that benefits everyone involved.

The third objective concluded that fostering growth orientation significantly led to proper youth empowerment programs in Mogadishu, Somalia. This empowerment has not only enhanced the skills and capabilities of young individuals but has also contributed to overall community development. By equipping the youth with the necessary tools and resources, these programs enable them to become active participants in shaping their and their communities' futures.

The fourth objective concluded that fostering management structure significantly led to proper youth empowerment programs in Mogadishu, Somalia. A flexible structure allowed for adaptability in addressing the dynamic needs of youth, while clearly defined roles ensured accountability and efficiency in program execution. Additionally, strong collaborations and networks facilitated resource sharing and collective action, thereby amplifying program reach and sustainability.

5.2. Recommendations

The first recommendation is that stakeholders in the youth development programs institutionalize resource-oriented planning and implementation in all future youth-focused initiatives. This should involve continuous assessment of youth needs, strategic allocation of financial, human, and material resources, and active involvement of youth in the planning process to ensure relevance and ownership. Furthermore, training and capacity-building efforts should be directed at program managers and local leaders to enhance their ability to mobilize and utilize resources effectively. In light of the conclusion that fostering an entrepreneurial culture significantly enhances youth empowerment in Mogadishu, it is recommended that policymakers, development partners, and community leaders prioritize the integration of entrepreneurship training and support systems within youth programs. This should include the establishment of innovation hubs, access to micro-financing and start-up capital, mentorship

opportunities, and business development services tailored to the needs of young entrepreneurs. Additionally, efforts should be made to incorporate entrepreneurship education into school curricula and community outreach programs to cultivate entrepreneurial mind-sets from an early age.

Furthermore, given the conclusion that fostering growth orientation significantly enhances youth empowerment programs in Mogadishu, it is recommended that stakeholders embed growth-oriented strategies into the design and implementation of youth initiatives. This should involve continuous skills development, goal-setting frameworks, and access to mentorship and career advancement opportunities that align with both individual aspirations and community needs. Programs should be structured to challenge youth to aim higher, think long-term, and engage in personal and professional development activities. Lastly, it is recommended that program implementers establish and maintain well-structured management systems characterized by flexibility, clear role definition, and collaborative networks. Flexibility should be built into program frameworks to allow for timely adjustments in response to evolving youth needs. Clear role allocation should be prioritized to promote accountability, streamline decision-making, and enhance operational efficiency. Moreover, partnerships and networks among government agencies, NGOs, community leaders, and youth organizations should be strengthened to encourage knowledge sharing and resource mobilization.

5.3. Limitations and Further Research Direction

Challenges were anticipated. First, the respondents exhibited suspicion and reluctance in divulging the necessary information due to the fear of incrimination from project heads and the federal government of Somalia. To address the mentioned challenge, the researcher guarantees the selected interviewees confidentiality of all data, with no identities disclosed in the final report. The aforementioned constraint was successfully addressed by presenting substantiating evidence that the data in question is intended for scholarly purposes, as demonstrated by the provision of a research license gotten from the Ministry of Planning, Investments, and Economic.

The research suggests conducting additional studies that focus on metrics other than entrepreneurship management practices and youth empowerment programs in Mogadishu, Somalia. The study also recommends conducting additional research to explore countries other than Somalia.

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