

**AN ANALYSIS OF HOW JOB ANALYSIS DRIVES EMPLOYEE PERFORMANCE IN
THE MINISTRY OF LABOR AND SOCIAL AFFAIRS, FEDERAL REPUBLIC OF
SOMALIA**

By

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Abstract

There are persistent matters within the Ministry of Labor and Social Affairs in Somalia, that are arising regarding the performance of its employees presenting a remarkable effect on well-organized implementation of the functions of the government. Present assessments and reports have shown a worrying pattern in which employees working with the ministry frequently face challenges in meeting their targets and delivery of quality. The assessments of performance measures show that employees have constantly failed short of attaining their entitled goals. Such patterns outlines that there was immediate need to assess how recruitment practices affect the performance of employees in the Ministry of Labour and Social Affairs in Somalia. The theory that applied in guiding the study is human capital theory. A descriptive design was used. The population comprised of 374 employees working with the ministry who were senior officials, directors, and supervisors and unit coordinators. A sample size of 194 was obtained through the application of Yamane's (1967) formula. A questionnaire in semi-structured design was employed in collecting data. Piloting of questionnaires was done involving 19 respondents who account for 10% of the study's sample. The assessment of validity involved use of content, construct, and expert evaluations. Reliability was tested through application of Cronbach's alpha test aiming to achieve a 0.7 threshold. The examination of quantitative data was based on descriptive and inferential statistical measurements, and findings were displayed in tables and graphs. Ethical aspects like informed agreement, privacy, and intentional involvement, were adhered to all through the research process, ensuring adherence to research morals and honesty. The study revealed that job analysis practice had contributed to positive significant improvement on employee performance of the Ministry. The study concluded that the job analysis practice had contributed to significant improvements on employee performance within the Ministry through offering clear role descriptions, accountabilities, and anticipations, enhancing better job comprehension and efficiency. The study recommended that the ministry can carry out a systematic identification of the particular duties, accountabilities, and obligatory skills for every job position for clarification of job expectations, alignment of employee competences with role needs, and identification of training needs.

1. Introduction

1.1 Background of the study

An employee performance presents significant obligation for existence and general performance of any particular institute. Excellent performance of employee can aid the organisation to develop the client base and the quantity of incomes produced (Slavković, Pavlović & Simić, 2018). Additionally, excellent delivery of services to the customers can only be achieved when the performance of employee is enhanced within the organization. Within the examination of issues affecting the level of employee performance within Bahrain Kingdom, Aldose and Almaamari (2020) presents that improved performance of employee within the organization is mirrored based on the amount and quality of the job they give. Currently, the organization's emphasis is laid attaining excellent provision of services to its customers and therefore, employee performance has been a centre of consideration.

According to the assertion by (Siew-Chen, 2019), recruitment is amongst the primary responsibilities acted by the organization's department of Human Resource Management (HRM) department. It assists the organization in attracting a bigger number of highly skilled candidates for purposes of getting new recruits for the organization (Al-Khasawneh, 2018). Recruitment practices comprise of requirements in planning for human resources, designing jobs, description of jobs together with job analysis. The organizations leveraging these practices have higher chances of getting individuals with the best capabilities and skills that they become fruitful within their work responsibilities. The organization's HRM's department bears a responsibility of making sure that every designed recruitment practice is properly followed so as to develop stability. West, Ricks, Strachan, Iacono and Zafar (2019) observe that the effectiveness of recruitment practices within an organization is maintained if it attracts adequate number of talented candidates.

Basalamah, Syahnur and Basalamah (2020) research indicated that the attraction of candidates with higher experience, greater skills and fit for the job in Indonesia is amongst fundamental goals of recruitment practices of organizations within the country. Håkansson and Nilsson's (2019) study based in Sweden categorised recruitment practices as formal and informal.

The significance of recruitment practices is derivative from the certainty they offer as a way of organizations in establishing access to prospective candidates, providing them with the relevant information and motivating them to make application to advertised jobs. Numerous approaches occur which are categorised as: direct, indirect and third-party methods. These recruitment sources are additionally broadly categorised as internal and external recruitment. The recruitment's internal source is a state where the current staff within the organization are recruited for the job opening from within whereas internal sources of recruitment is the process of getting candidates from outside the organization.

The implementation of recruitment practices by the Uganda's local government is much centralised as it relates with the decentralization management of human resources. Human resource is a very critical aspect of every organization. It is so crucial in ascertaining the accomplishment of organization's objectives using policy and programmes under execution. The framework for managing human resources is multifaceted, demanding sufficient direction and harmonization.

Within a system meant for decentralization, the handling of human resources (HR) within the central headquarters, national and regional the Public Service (PS) mandate, whereas the HR within the District and lower-level are handled by the district administrations. The Ministry of Public Service gives general directions and assistance to the sectorial-ministries and districts. The policy on decentralization within Uganda brought a different system for personnel on how the staff of the local governments will be management. The purpose of separating personnel system was to reinforce the capability of these Local Governments to offer functions and services they were responsible for (GoU report, 2009).

Somalia possesses of young and energetic populace. The existence of public service appeared after the recognition of a federal parliamentary political framework to aid the country and the citizens. Nonetheless, due to unpredictable political environment, the country still struggles in developing a useful and operative public service, (MoLSA, 2024). The practices for recruitment and job analysis process are emphasized through a constant and extreme political interfering discouraging impartiality, expertise and public service's capability. This brands it unconditionally indispensable for the Federal Government of Somalia (FGS), and together with every Federal Member States (FMS), to employ merit-based and competency ambitious devices to fight partisan effect and intrusion, favouritism and the widespread partial methods. The continuing tests have for a longer time found the middle ground on the public service effectiveness, minimized confidence among the member of the public and thwarted the growth of capable administrators and well-organized civil service entities. The report laid focus on the manner in which Somalia can develop and execute a meritocratic system for employment and do away with patronage.

1.2 Employee Performance

The employee performance entails ability to produce output and produce it effectively, with measures like contentment, set targets, and staff turnover (Diamantidis & Chatzoglou, 2019). Satisfaction is the state of being content with employees' status along with the organizational effectiveness of cultivating a favorable climate (Goretzki et al., 2022). Target achievement is defined as quantitative measure of productivity and efficiency in delivering organizational goals to see how far employees have done it (Dekker & Schoute 2018). Turnover rate presents information on the stability of the workforce, where a low rate is preferred since it depicts less turnover. As a whole, these measures give a comprehensive insight of the general performance of the employees.

In South Africa, employee performance is measured using some approaches, which include productivity and safety regulation measures among employees. Dlamini (2021) confirmed that South African firms largely use the assessment of individual input on team deliverables and total company profitability as a performance metric. Moreover, observation of OHS standards is a key element in evaluating performance, especially in risky fields such as mining and construction. An employee survey and peer review are also ways of obtaining qualitative feedback regarding teamwork and innovation (Cole 2020). Such strategies provide a holistic picture of the employee effort as it combines both, objective and subjective performance metrics (Mpofu, 2023).

In Somalia, measurement of employee performance is done through setting goals and conducting regular appraisals to organizational goals. According to Dugher, (2014). most Somalia organizations, and especially the public ones use performance appraisal systems to measure the performance of individuals and teams. Apart from counting how many projects have been accomplished and the of levels of productivity within the company, efficiency is also evaluated by how well organizations have complied with safety measures and how many programs have been conducted to promote the growth of the employee. Recent research has then utilized employee satisfaction questionnaires to measure the way leadership and work environment had an influence on performance (Muhammad, 2021). Such complex approaches offer an understanding of individual endeavors toward organizational performance and of the potential opportunities for enhancements (Saidi, 2023). This study measured employee performance in the Ministry of Labor and Social Affairs in Somalia through efficiency, quality service and customer satisfaction.

1.3 Statement of the Problem

Within Ministry of Labor and Social Affairs in Somalia, a persistent issue has arisen concerning employee performance, notably affecting the efficient execution of governmental functions. Over recent evaluations and reports, a concerning trend has emerged wherein employees within the Ministry are struggling to meet their set targets and deliver quality work (Min. Report, 2020). An example is reflected from the assessment of internal performance which indicated that more than 40% of the employees did not attain their yearly performance targets, whereas close to 38% of departmental results were valued lower than the suitable quality principles within 2019–2020 assessment period (Ministry survey, 2020). Additionally, indicate consistent failure of attaining their set goals with general job rate of completion being at an average of just 62% in contrast to designed targets (IEA, 2021). The work done by the employees within the department is evident of insufficient efficiency resulting to considerable gap linking the anticipated and real performance levels. The internal evaluations from the Ministry of Labor and Social Affairs within Somalia, demonstrate such inefficiency in reaching the goals and conveying excellent job originates from different recognizable elements (IOM, 2020). Remarkably, the IEA (2021) report outline over 50% of employees were without not trained formally within the last 3 years, whereas just around 30% indicated to have accessibility to the required development skills programs in line with the developing public service desires. This lack of assets, predominantly insufficient training and capacity-building chances, directly impedes employees' capability to achieve performance standards and convey excellent productivity (Anjili et al., 2021).

The improved burden and amount of work on employees have caused in diminished output, resulting to inadequacies in value of work henceforth poor performance. Such difficulties have altogether obstructed the Ministry of Labor and Social Affairs within Somalia capacity to operate at optimum level, bringing issues regarding the general performance. The focus of present research was investigating recruitment practices adopted by Ministry of Labor and Social Affairs in Somalia in improving the performance of their employees.

1.4 Employee Performance

Employee performance is a degree whereby employees fulfil their work tasks and donates to the achievement of firm's goals. It constitutes both the excellence and quantity of job produced, together with the behaviours that support organizational effectiveness, such as teamwork, punctuality, and initiative (Armstrong & Taylor, 2020). According to Wekesa *et al.* (2023), management practices significantly influence employee performance within public institutions. Similarly, Yegon and Kipkorir (2023) emphasize that performance measurement and effective communication are strategic to enhancing quality of work produced. Furthermore, the use of Key Performance Indicators (KPIs) is highlighted being essential for tracking staff performance and organizational success (SelectHub, 2025). The measures of employee performance will be measured through three primary indicators: job satisfaction, quality of work produced, and efficiency.

1.5 Job Analysis and Employee performance

Job analysis is concerned with collection and judgmental examination of information concerning content, the requirements form human resource and the background within which the task is done (Stone, Cox & Gavin, 2020). Armstrong (2020) and Bratton et al. (2021) proposed job analysis as crucial in designing descriptions of the job based on individual requirement. In addition outlines its worthiness in presenting advantages to the individual employee and the organization. As regard to the organization, it assists presenting a strategy of human resource handling, planning for finances, compensation and performance assessments (Torrington et al. (2020). In a study done by (Jumanne & Njoroge 2019) on Leadership Change Management and Employee Performance in the Parliamentary Service Commission of Kenya, it was found out that employees performance change with leadership change.

Suthara, Latha Chakravarthib, Dr. Shamyal Pradhanc (2023) focused on how job analysis in related with employee performance within the context of Bharat Sanchar Nigam Limited, Vadodara Telecom District, Gujarat. Population comprised of 1361 employees of the organization and sample of 417 was arrived at. The tool for collecting data was a questionnaire. The analyses of data were quantitatively done and the scale reliability was determined and validity assessed with descriptive statistics and additional pertinent examinations with an opinion to establish degree of job analysis and its association with performance. The results arrived at were that the job analysis adopted by the organization had contributed to significant improvements on its employee's performance. In addition, the analysis of employees' job expectations was an influential instrument in enhancing its performance. Additional studied could be done focusing on involvement of additional samples by lengthening research's context. This research is different from the present one as it was done in India while the current study will be in Somalia.

Similarly, Mwangi and Kihara (2020) evaluated the job analysis of Kenyan government ministries on enhancement of performance of their employees. Using survey data from 280 employees, the study revealed that job analysis significantly influenced performance outcomes, particularly in task efficiency and service delivery. Regression analysis showed that job analysis accounted for 44% of difference in performance of an individual staff. Researchers emphasized poorly defined roles often

lead to duplication of duties and reduced accountability. This study has a contextual gap owing to its Kenya's context whereas the Somalia will be the present study's context.

In a study conducted in Nigeria, Okeke and Eze (2019) investigated association linking job analysis with performance of employee performance within public sector. The findings indicated that employees who clearly understood their job roles and performance expectations were more motivated and performed better than those with vague role definitions. The study recommended institutionalizing job analysis as a continuous HR practice rather than a one-time administrative exercise. The study has a conceptual gap and contextual gap as it was done in Nigeria and it was on relationship and not effect as the current study.

1.6 The Human Capital Theory

The development of Human capital theory was from Adam Smith (1723-1790)). It possesses backup of human acquaintance, conducts, character and social traits embodied within the capacity in performing a task so as to give economic worth (Gibbons and Waldman, 2004). Human capital is obligatory to the organization in achieving its objectives, to grow and to maintain its innovative capacity. Organizations investment on human capital aims at enhancing production and excellent heights. The theory is a framework that evaluates how training, social welfare relates to economic development. The theory assumes that expenditures on training, health and training are wealth savings that raises returns on social and economic within the individual and shared levels. Though, education and training leads to improved output that is finally converted into economic incomes such as increased wages and gross domestic product. The theory puts importance on the organization's demand for developing skills to make its workforce competent for improved productivity (Boxall & Purcell, 2022). Furthermore, Bratton et al. (2021) and Armstrong (2020) advocate that the theory assists organizations in putting the development of its staff a priority.

Snell and Morris (2018) indicate that organizations receive financial gains from developing human capital since it cannot thrive without competent human resources. Lussier & Hendon (2019) outline the importance of the theory because it stresses in developing, empowering and motivating employees on effective undertaking of their job. The capitalizing in worker growth contributes to higher business profitability (Torrington et al., 2020; Armstrong (2000). Hook & Jenkins, (2019) documented the prominence of human capitals as the greatest treasured source within the growth and existence of a company. In this study the theory supports both the dependent variable and independent variables.

2. Research Methodology

Methodology

The study used descriptive design. The design was used with the intention of describing traits of a particular phenomenon or the association between variables in a particular context (Mugenda & Mugenda, 2003). The design was preferred particularly due to its suitability for the study as it can assist in obtaining a detailed and accurate picture of the current research focus. The application of

this design permitted a broader comprehension of study phenomena through obtaining answers from a bigger sample, which improves the capability of generalizing results to the intended population.

3. Study Results

Descriptive statistical measures including percentages, mean and standard deviation were applied to provide a summary, description of the key aspects of the data set and a clear outline of the distribution and variation in the data regarding the respondents' level of agreement on each variable.

3.1 Job Analysis Practices

Statements	SD %	D %	N %	A %	SA %	M	St.Dev
The organization effectively adopts new technologies to improve employee performance	7.7	8.1	3.7	44.2	36.4	4.07	0.93
Our organization has streamlined its workflow through identification of skills knowledge and abilities	8.1	5.7	3.3	43.1	39.9	4.25	0.75
Job descriptions are updated to reflect the jobs and skills needed for the job to Improve performance	10.4	9.9	3.1	34.3	42.3	4.15	0.85
The organization is compliance when it comes to matters employee performance	29.8	28.7	5.3	16.6	19.6	3.09	1.92
Job evaluation is contacted in a fair manner that improves employee performance	10.2	5.3	1.2	40.6	42.7	4.16	0.84
Ensures job analysis methods comply with labor laws, equality and non-discrimination policies (e.g., Employment Act, 2007 in Kenya).	6.9	5.7	2.1	47.9	37.3	4.21	0.79
Aggregate score	12.2	10.6	3.1	37.8	36.4	3.99	1.01

Source: Research Data (2026)

The findings show that the most of respondents (80.6%) agree that the organization effectively adopts new technologies to improve employee performance, while 15.8% disagree and 3.7% remain neutral, reflecting a generally positive perception of the organization's technological adoption. The results show that a substantial majority of respondents (83.0%) agreed that their organization has

streamlined its workflow through identification of skills knowledge and abilities, evidenced by a high mean score of 4.25 and a relatively low standard deviation of 0.75, indicating strong and consistent agreement among respondents and just 13.8% disagreed, and 3.3% remained neutral, demonstrating strong overall agreement with the statement. The results show that a majority of respondents (76.6%) agree that job descriptions are updated to reflect the necessary skills and improve performance, supported by a mean score of 4.15 and a standard deviation of 0.85. While most respondents view this positively, 20.3% disagreed and 3.1% remained neutral, indicating a general consensus with some dissent regarding the updating of job descriptions.

The results indicate that the majority of respondents (36.2%) agree that the organization is compliant regarding employee performance, with a mean score of 3.09 and a standard deviation of 1.92, suggesting a moderate level of agreement. However, a significant portion (58.5%) disagreed, and only 5.3% remained neutral, highlighting mixed perceptions among respondents about the organization's compliance in this area. The results show that a significant majority of respondents (83.3%) agree that job evaluation is conducted fairly to enhance employee performance, with a mean score of 4.16 and a standard deviation of 0.84, indicating strong positive perception. A small percentage (15.5%) disagreed, and only 1.2% remained neutral, reflecting general confidence in the fairness of the job evaluation process. The results show that a significant majority of respondents (85.2%) agree that job analysis methods comply with labor laws, equality, and non-discrimination policies, such as Kenya's Employment Act of 2007, reflected in a high mean score of 4.21 and a low standard deviation of 0.79. This indicates strong confidence in the organization's adherence to legal and ethical standards, with only a small percentage (12.6%) disagreeing and an even smaller neutral group (2.1%).

The results achieved imply that the job analysis practices of the Ministry had positively perceived to be significant as demonstrated by aggregate mean score of 3.99 and a combined agreement rate at 74.2%. The fairly lower standard deviation of 1.01 is a demonstration of consist in opinions amongst the respondents. The lower disagreement rate of 22.8% and neutral views amounting to 3.1% is a signal that there were some respondents who could perceive job analysis of the ministry not adequate. Generally, the finding is an implication that the ministry had job analysis contributing significantly to employee performance improvements.

The finding is agreeing with Okeke and Eze (2019) study which investigated association of job analysis with performance of employee within public sector. The findings indicated that employees who clearly understood their job roles and performance expectations were more motivated and performed better than those with vague role definitions. The finding agrees with Suthara, Latha Chakravarthib, Dr. Shamyala Pradhanc (2023) who analysed how job analysis is related with employee performance within the context of Bharat Sanchar Nigam Limited, Vadodara Telecom District, Gujarat and the results arrived at were that the job analysis adopted by the organization had contributed to significant improvements on its employee's performance.

3.2 Multiple Linear Regression Analysis Results

The study assessed the multiple linear regression analysis methods, which are statistical techniques applied in modelling how the dependent variable and multiple independent variables relates, permitting for the understanding of how several factors jointly influenced the study results and to make forecasts grounded on the model.

Model Summary

Model	R	R ²	Adjusted R ²	Std. Er. Est.
1	0.867	0.752	0.705	0.496

Source: Research Data (2026)

The results indicate an adjusted R-squared value of 0.705 indicating that roughly 70.5% of the disparity in employee performance in the Ministry of Labor and Social Affairs in Somalia could be described by the collective influence of Job Analysis practices, selection criteria practices, and advertising practices. This suggested that the difference of 29.5% (100-70.5) accounted for other recruitment practices of the Ministry not examined.

3.3 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.561	3	67.187	88.114	0.003
	Residual	141.063	185	0.762503		
	Total	342.624	188			

Source: Research Data (2026)

The ANOVA table has 0.003 as the level of significance indicating proof of statistically significant change amongst the group means, since is lower than the p-value of 0.05. This meant that the model was significant.

3.4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.611	0.115		5.313	0.003
	Job analysis practices	0.751	0.264	0.642	2.845	0.004

Source: Research Data (2026)

The results of regression coefficient table indicate a constant value of 0.611, implying the baseline degree of the dependent variable when every predictor variable is set zero. The expression of resultant regression equation is; Employee performance = 0.611 + 0.642(job analysis practice).

The beta value of 0.642 for job analysis shows a stronger positive association with employee performance, showing that as the ministry's quality or comprehensiveness of job analysis improves, employee performance will tend to significantly improve. The 0.004 as the p-value of 0.004 is an indicator that the results were statistically significant. The Mwangi and Kihara (2020) research showed that job analysis accounted for 44% of difference in performance of an individual staff.

3.5 Qualitative Data Analysis Results

The respondents showed that the Ministry's job analysis practices had led to notable enhancements in clarity of job responsibilities, improved procedures in recruitment, better training programs, and increased general efficiency.

3.6 Summary of Findings

The assessment of job analysis practices of ministry of labor and social affairs in Somalia on employee performance revealed a positive significant relationship amongst these variables. The organization had streamlined its workflow through identification of skills knowledge and abilities. Job evaluation was conducted in a fair manner that improved employee performance. The ministry had ensured job analysis methods complied with labor laws, equality and non-discrimination policies like the employment Act, 2007 in Kenya.

4. Conclusion

The job analysis practice had contributed to significant improvements on employee performance within the Ministry through offering clear role descriptions, accountabilities, and anticipations, enhancing better job comprehension and efficiency. The job analysis practices by the ministry assisted in identifying skill gaps and training needs, resulting to targeted expansion and enhanced competency. A comprehensive job analysis supported fair compensation and inspiration, nurturing a positive work atmosphere.

5. Recommendations

The ministry can carry out a systematic identification of the particular duties, accountabilities, and obligatory skills for every job position for clarification of job expectations, alignment of employee competences with role needs, and identification of training needs. The ministry can conduct a detailed job analyses for targeted training programs developments, improved recruitment procedures, and establishment of fair performance evaluation standards.

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