



Reward Management and Employee Performance: A Review of Job Satisfaction in Somalia

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Abstract

Investigating the link between reward management and employee performance, specifically focusing on work satisfaction in Somalia, is a captivating subject. This field of research involves several facets, including the influence of diverse incentive systems on employee morale, job satisfaction, and overall performance within the organizational framework of Somalia.

The management of rewards and the performance of employees are crucial elements in every business since they have a substantial impact on the firm's overall success. Employee performance is significantly impacted by job satisfaction, which may be affected by several factors, including incentive management. This paper seeks to thoroughly examine work satisfaction in Somalia, with a specific emphasis on the influence of reward management on employee performance.

The research methodology for this study adopted both qualitative and quantitative methods. The qualitative approach is a systematic literature review while the quantitative method is experimental research, which involves manipulating variables related to reward management and assessing their impact on employee performance.

This research examines the correlation between reward management and employee performance, specifically emphasizing satisfaction with jobs in Somalia. The study results may be a beneficial point of reference for firms operating in Somalia to create and execute efficient rewards management systems that can improve employee performance and job satisfaction. Moreover, it also enhances the current body of knowledge on incentive management in the specific context of developing nations, namely in vulnerable and conflict-ridden regions such as Somalia, and provides recommendations for the country's policy-makers.

Keywords

Reward Management System, Job Satisfaction in Somalia, Employee Performance, Human Resources, Incentive Management

INTRODUCTION

One of the most important aspects of human resource management is called reward management, and its primary objective is to devise and put into action reward systems that are designed to motivate, retain, and attract personnel. Workers are recognized and compensated for their contributions to the business via the strategic distribution of financial and non-financial incentives. In the work of Armstrong & Murlis (2007), this allows for the recognition and compensation of workers. On the other hand, employee performance is a term that describes the degree of success and efficiency that workers demonstrate when it comes to carrying out the duties that are assigned to them in their various jobs. The shared social obligations require employees to have a crucial role in enhancing the effectiveness of rewards in public efficiency as the optimal approach to addressing economic and social issues (Aina-Obe, 2022).

Within a company, the degree to which employees are satisfied with their jobs is a crucial factor that influences their performance. Within the context of Somalia, the purpose of this review is to investigate the factors that influence the link between reward management, work satisfaction, and employee performance. The purpose of this study is to give insights into how firms in Somalia may successfully apply incentive management systems to boost work satisfaction and eventually improve employee performance. This will be accomplished by evaluating the available literature on this subject.

Armstrong (2013) defines a reward system as a program designed to acknowledge and incentivize good performers while motivating poor performers to improve their output. Furthermore, reward systems have been recognized as one of the most impactful aspects of optimizing employee work happiness and productivity (Emelianova, 2019).

On the one hand, modern organizations are attempting to survive by battling the continuously changing and growing environmental and competitive circumstances. On the other hand, they are looking for methods to increase the efficiency, profit, and success of their performance by boosting the performance of their people. For many years, traditional organizational theories have relied on material elements and extrinsic satisfaction arguments to boost employee performance and productivity inside the company to increase production. Organizations have been compelled to conduct new searches via human relations, system approach, total quality management, and postmodern leadership methods as a consequence of the fact that these techniques are not even close to producing the intended outcomes.

In a similar vein, work satisfaction among academics is very important since it contributes to the quality of teaching, and high levels of job dedication, and sets the way for the production of students of high quality. If academic institutions can get an understanding of the level of work satisfaction experienced by academics, they will be better equipped to identify ways to retain academic talent, reduce absenteeism and turnover rates, and recruit the most talented individuals to enter the academic field. The purpose of this study is to investigate the influence of reward management practices on employee satisfaction in selected power supply companies in Somalia.

Consequently, the study reveals that recognition of employees provides a drive for appreciation and employees are usually satisfied in their jobs. Good remuneration can generate moderate job satisfaction to this edge, management of companies in Somalia needs to undertake timely and equal remuneration schemes among the employees of the same work level and education. The work conditions in the companies need to be developed, a safe physical workplace needs to be ensured. Management commitment needs to be anchored toward enhancing the physical welfare of the employees. Furthermore, employees need to be involved in decision-making in the companies, this is because the implementation of recognition schemes is partially needed in enhancing the job satisfaction among the companies operating in Somalia.

The paper further concludes that developing further competencies in Somalia requires a strong remuneration strategy that will directly generate satisfaction in the jobs of the employees of the companies existing in the country. The working conditions are significant determinants of employee satisfaction in the selected power supply companies in Somalia, the working conditions are salient determinants for employee job satisfaction.

OBJECTIVES

1. The main goal of rewards management in Somalia is to effectively recruit and retain highly competent and motivated personnel. Organizations in Somalia may effectively recruit highly skilled individuals and minimize employee attrition by providing competitive remuneration packages and other incentives.
2. Improve employee motivation and engagement: The goal of reward management is to boost employee motivation and engagement by acknowledging and compensating exceptional achievement. Efficiently structured incentive programs have the potential to motivate personnel to exert their utmost endeavour, resulting in heightened output and job contentment.
3. Aligning with the organization's goals and objectives, effective reward management supports and promotes them. Employers in Somalia may motivate workers to prioritize activities that contribute to company goals by establishing a connection between incentives and desired behaviours and results.
4. Cultivate a favourable organizational culture: The administration of rewards plays a pivotal role in molding the corporate culture. Organizations may cultivate a pleasant work environment by acknowledging and incentivizing actions that are consistent with the intended values and norms. This fosters a sense of worth, appreciation, and motivation among workers, therefore enhancing their performance.
5. Enhance performance management procedures: Reward management is intricately connected to performance management processes. To enhance performance assessment procedures in Somalia, companies may create efficient incentive systems that correctly analyses, acknowledge, and incentivize performance.

LITERATURE REVIEW

Reward management is a critical aspect of human resource management that aims to attract, motivate, and retain employees through the design and implementation of effective reward systems. The relationship between reward management and employee performance has been extensively studied in various contexts. However, limited research exists on this topic specifically in the context of Somalia. This literature review aims to explore the existing body of knowledge on reward management and employee performance in Somalia, highlighting the key findings and gaps in current research.

A study conducted by Abdi et al. (2018) examined the impact of reward management practices on employee performance in Somali organizations. The findings revealed that employees who perceived their rewards as fair and competitive were more motivated and exhibited higher levels of performance. This suggests that effective reward management practices can positively influence employee performance in Somalia. Another work of research conducted by Ahmed et al. (2019) examined the impact of monetary incentives on the motivation and performance of employees in Somali enterprises. The findings demonstrated that monetary incentives, such as bonuses and pay increases, had a

substantial and favorable impact on employee motivation, leading to an improvement in their performance. This research highlights the significance of monetary incentives in motivating employee performance within the Somali environment. Ibrahim (2017) examined the influence of non-financial incentives on the performance of employees in Somali firms from a different standpoint. The study emphasized that non-monetary incentives, such as acknowledgment, professional growth prospects, and adaptable work schedules, were important in stimulating workers and enhancing their productivity. This research emphasizes the need to include both monetary and non-monetary incentives for creating successful reward systems.

Furthermore, research by Jama et al. (2020) studied the association between incentive management methods and organizational commitment among workers in Somali public sector businesses. The results suggested that firms that successfully used incentive management strategies enjoyed better levels of employee dedication, which positively improved their performance. The research highlights the significance of connecting incentive management systems with business objectives to improve employee dedication and productivity.

Osman et al. (2016) conducted research that examined the difficulties and possibilities of introducing incentive management strategies in Somali companies. The study revealed many obstacles, such as constrained financial resources, inadequate understanding of incentive management approaches, and cultural influences. Nevertheless, it also emphasized the potential prospects for firms to boost incentive management techniques and augment employee performance. This research offers useful insights into the distinct problems encountered by Somali firms when establishing efficient incentive systems.

Significantly, the current body of evidence indicates that incentive management has a significant impact on employee performance in Somalia. The main areas of attention in this context include financial incentives, non-financial rewards, organizational commitment, and the problems and possibilities related to reward management. Additional study is required to get a more profound comprehension of the precise aspects that impact incentive management and employee performance in Somalia.

Rewards management is an essential component of human resource management that concentrates on creating, executing, and sustaining incentive systems that are in line with the organization's goals and objectives (Kang & Lee, 2021). It encompasses the use of diverse tactics, regulations, and procedures to allure, incentivize, and maintain personnel. In Somalia, a country now undergoing economic recovery after years of violence and civil war, effective incentive management is crucial for recruiting and keeping highly skilled individuals and enhancing employee performance. The objective of this paper is to provide a systematic approach for examining the correlation between reward management, work satisfaction, and employee performance in Somalia.

The study of the literature review revealed that there is a considerable connection between the performance of employees and the reward system that is in place within an organization in Somalia. Additionally, the research highlighted the significance of human resources in the evaluation and assessment of the level of employee performance. As a result of the fact that the success of the organization is directly proportional to the performance of each worker, it is of the highest requirement to study and enhance the reward program of the firms and organizations in Somalia.

Reward Management and Job Satisfaction in Somalia

Reward management refers to the systematic development and use of policies and processes that ensure workers are compensated in a just, impartial, and consistent manner, based on their contributions to the firm. The incentives might be either financial or non-financial, including advantages, acknowledgment, prospects for professional growth, and a harmonious balance between work and personal life (Ali & Anwar, 2021).

The handling of rewards management is crucial in influencing employee performance and the overall success of a firm. It is vital to comprehend the correlation between reward and Job satisfaction in a nation such as Somalia, where there are distinct economic constraints and social dynamics. The business landscape in Somalia has undergone significant changes, including failures and diversions, resulting in negative consequences for employees and customers. This has led to high staff turnover, staff shortages, and increased workloads. The challenges faced by business firms in ensuring employee satisfaction have implications for their overall viability. Due to limited financial resources, these businesses struggle to provide a pleasant office environment and enhance employee satisfaction.

Effective implementation of reward management and ensuring high levels of work satisfaction are essential factors that greatly contribute to the achievement and expansion of a firm. In Somalia, a nation plagued by prolonged civil conflict and political volatility, these two elements have unprecedented significance. In light of the nation's gradual economic recovery and growing appeal to international investors, organizations need to establish proficient incentive management techniques to guarantee job contentment among their workforce.

Reward management is essential in Somalia to effectively recruit and retain highly skilled individuals. As the nation gradually recovers its economy, there is a significant need for professional and qualified personnel, resulting in fierce competition for talent. In such a situation, organizations that provide appealing incentives and advantages are more likely to recruit and retain top-notch staff.

Furthermore, proficient incentive administration may result in heightened motivation and productivity among staff. When workers see that their efforts are esteemed and compensated, they are more inclined to be driven to excel in their performance. Consequently, this may result in enhanced work contentment and improved organizational effectiveness.

The correlation between efficient incentive management and work satisfaction directly influences employee retention. In Somalia, where there is a dearth of proficient labour, enterprises need to keep their staff to maintain continuity and stability in their operations. Companies might incur significant costs, in terms of both time and resources, due to high personnel turnover. Consequently, the implementation of efficient incentive management systems may mitigate employee turnover and safeguard the organization against possible financial losses.

Moreover, a contented and driven team may also have a favourable influence on the company's brand and image. In a nation such as Somalia, where the economy is gradually rebounding, possessing a favourable image may play a pivotal role in enticing prospective consumers and investors. An enthusiastic and driven team has the potential to generate favourable word-of-mouth, therefore bolstering the company's reputation and trustworthiness (Moro et al., 2021).

Consequently, incentive management and work satisfaction are crucial elements for the prosperity and development of any firm in Somalia. In a nation undergoing post-conflict and unstable conditions, the presence of content and driven personnel may greatly enhance the overall economic advancement. Organizations that place a high importance on efficient reward management and work satisfaction are more inclined to recruit and retain exceptional employees, enhance productivity, and establish a favourable reputation. Hence, it is essential for enterprises operating in Somalia to allocate resources toward enhancing their workforce and implementing efficacious ways to guarantee employee contentment and welfare.

The Relationship between Reward Management and Job Satisfaction

Reward management encompasses the formulation and execution of plans, policies, and practices about the remuneration and perks provided to workers within a business. It includes diverse components like as wages, additional payments, motivators, acknowledgment initiatives, and non-monetary benefits. Job satisfaction, conversely, pertains to an individual's comprehensive subjective sentiments and attitudes toward their occupation. The level of job satisfaction is contingent upon several elements, such as the work environment, interpersonal dynamics among co-workers and superiors, job security, and remuneration.

The correlation between reward management and Job satisfaction is a fundamental facet of organizational behaviour and human resource management. Comprehending this correlation is especially crucial in nations such as Somalia, where achieving economic progress and stability has proven difficult owing to a range of socio-political variables (Ali & Yusuf, 2019).

In Somalia, where there is a pronounced prevalence of joblessness and destitution, securing a steady and lucrative occupation may have a substantial influence on an individual's livelihood. Hence, work satisfaction has the utmost importance in the nation. A contented and driven workforce may enhance the overall economic growth and stability of the country. Nevertheless, job satisfaction encompasses more than only monetary incentives. Additionally, it encompasses elements like a conducive work atmosphere, equilibrium between work and personal life, acknowledgment, and prospects for professional advancement and enhancement. In a nation such as Somalia, where the enduring effects of the civil war and political instability persist, establishing a favourable work atmosphere and offering prospects for individual and vocational advancement may greatly enhance an employee's overall job contentment.

Employee Performance and Job Satisfaction in Somalia

The significance of employee performance and job satisfaction cannot be overstated in any business, since they have a direct influence on the company's success and productivity. In Somalia, a nation afflicted by prolonged civil conflict and political volatility, these variables have an even more substantial influence on the advancement and expansion of the economy. The subject of this paper will analyse the present condition of employee performance and work satisfaction in Somalia, while also examining the obstacles and possibilities for improvement (Yanchovska, 2021). The prevailing political and economic turmoil in Somalia has hurt the country's labour force. A significant number of highly trained and educated persons have gone to other nations in pursuit of improved prospects, resulting in a workforce that is deficient in the requisite expertise and experience. The phenomenon of brain drain has led to a dearth of competent personnel, posing challenges for organizations in their quest to locate and retain skilled laborers.

Furthermore, the absence of a reliable governing body and legislation to safeguard the rights of workers has led to a vulnerable labour market. A significant number of workers lack awareness of their entitlements and frequently experience unjust treatment from their employers. This engenders a perception of precariousness and discontentment among workers, resulting in diminished morale and reduced production. The gender gap is a significant obstacle in Somalia's workforce. Women constitute just one-third of the labour force and encounter many obstacles in the job, such as discrimination, inequitable remuneration, and restricted prospects for professional growth. This not only impacts the efficiency and work contentment of female employees but also impedes the general progress and advancement of the nation.

Nevertheless, amid these obstacles, there are still prospects for improvement. As the nation gradually achieves stability and the government implements measures to establish a favourable business climate, there is optimism for a beneficial transformation in the labour force. The growing prevalence of foreign organizations and corporations in Somalia has concurrently introduced fresh employment prospects and contributed to the development of a more proficient and heterogeneous labour force (Budhwar et al., 2023).

To tackle the problem of subpar employee performance and job satisfaction, it is imperative for both the government and companies to provide top priority to the enhancement of human resources. One way to do this is by allocating resources towards educational and training initiatives, with a particular focus on women and youth, since they constitute a substantial proportion of the population. Furthermore, organizations need to adopt equitable and transparent policies and procedures to provide equal chances and just treatment for all workers. This will not only enhance employee morale but also recruit and retain skilled professionals.

Moreover, cultivating a culture that promotes transparent communication and active involvement of employees may significantly enhance work satisfaction and boost productivity. This may be accomplished by establishing a favourable work atmosphere and offering workers prospects for professional advancement and enhancement. Ultimately, the growth and development of Somalia's economy rely on the crucial factors of employee performance and job happiness. Despite ongoing issues in these domains, there is optimism for progress since the government and NGOs are actively implementing steps to tackle them. Somalia may cultivate a proficient and driven workforce by allocating resources to human capital, advocating for fair opportunities, and cultivating a favourable work environment. This will greatly contribute to the development and prosperity of the nation (Cerf, 2021).

The Relationship between Employee Performance and Job Satisfaction

The relationship between employee performance and satisfaction with their jobs is a pivotal factor in every workplace, including Somalia. Job satisfaction is the degree of fulfilments a person has about their job, while employee performance pertains to the quality and quantity of work that an employee generates. The relationship between these two criteria is strongly interconnected, since work happiness may have a substantial influence on an employee's performance, and vice versa.

Before anything else, it is crucial to comprehend the present economic and political conditions in Somalia. The nation has endured prolonged periods of internal conflict and volatility, leading to a feeble economy and a substantial percentage of unemployment. This has had a substantial influence on the labour market, making it difficult for people to get steady and satisfying work. Consequently, workers in Somalia often experience poor job satisfaction, which may adversely impact their performance.

One of the main reasons for low job satisfaction in Somalia is the lack of job security. Many employees in the country do not have permanent employment contracts and are often unsure if they will have a job the next day. This uncertainty can lead to a lack of motivation and commitment, resulting in decreased job satisfaction and performance (Ardayanfitri & Wahyuningtyas, 2016). Additionally, the limited opportunities for career growth and development also contribute to low job satisfaction among employees in Somalia.

Another factor that affects job satisfaction and employee performance in Somalia is inadequate working conditions. Many employees in the country work in poor and unsafe environments, which can negatively impact their physical and mental well-being. This can lead to absenteeism, low productivity, and ultimately, a decline in job satisfaction. The lack of essential resources and equipment also hinders employees' ability to perform their jobs efficiently, further contributing to their dissatisfaction.

Moreover, the low wages and benefits offered to employees in Somalia also play a significant role in their job satisfaction. Many employees struggle to make ends meet with their meager salaries, which can lead to feelings of underappreciation and low morale. This, in turn, can affect their performance, as they may not be motivated to go above and beyond in their work. The lack of adequate benefits such as healthcare and paid leave also adds to the dissatisfaction among employees in Somalia ("Vet Students Struggle to Make Ends Meet," 2020).

Motivating Factor for Job Satisfaction in Somalia

Motivating factors for job satisfaction in Somalia can vary due to the unique socio-economic and cultural context of the country. Several key factors contribute to job satisfaction in Somalia, including financial rewards, job security, career development opportunities, workplace relationships, and work-life balance (Warsame & Ibrahim, 2020).

Job satisfaction is the measure of an employee's overall enjoyment and fulfilments in their work. In a nation such as Somalia, characterized by political instability and economic hardships, the pursuit of work fulfilments may not be a primary concern for a significant number of people. Nevertheless, it plays a crucial role in incentivizing workers to excel and contribute to the progress and advancement of the country.

A key driver of work happiness in Somalia is the profound feeling of purpose and significance derived from creating a good influence on society. A significant number of Somalis have a strong enthusiasm for their nation and its inhabitants and are motivated to effect meaningful change via their professional endeavours. This may be accomplished by providing important services, such as healthcare or education, or by engaging in public sector endeavours to enhance the country's infrastructure and services. Recognizing that their efforts are positively influencing their fellow people may instill a feeling of satisfaction and drive in workers, motivating them to persistently pursue greatness (Pearce, 2016).

One important component that drives work satisfaction in Somalia is the chance for individual and career development. In a nation plagued by prolonged war and instability, there is a pressing need for proficient and well-informed professionals to contribute to the nation's reconstruction and development. Consequently, there are abundant prospects for people to acquire knowledge and advance in their professional paths. This may be achieved via on-the-job

training, mentoring programs, or access to higher education. When workers experience ongoing learning and growth, it may result in a feeling of job satisfaction and fulfilment.

Moreover, ensuring employment stability is a pivotal element for achieving job contentment in Somalia. Given the elevated unemployment rate and the precariousness of the work market, obtaining a steady and secure job is a privilege that eludes many people due to instability in the country. Enhanced job security fosters employee satisfaction and motivation, leading to improved work performance. This is particularly true in Somalia, where several families depend on a single source of money to sustain themselves. Ensuring secure and consistent employment is crucial not only for the individual's welfare but also for the financial stability and welfare of their family. Furthermore, a favourable work environment is a vital determinant of job satisfaction. In a nation such as Somalia, where the conventional hierarchical framework and power dynamics are widespread, fostering a favourable work culture might result in elevated levels of job satisfaction. This encompasses the promotion of transparent communication, fostering mutual respect, and acknowledging the valuable contributions and accomplishments of workers. When workers experience a sense of appreciation and regard in their professional environment, they are more inclined to feel content with their work and driven to excel.

Although job satisfaction may not be a primary concern for many individuals in Somalia given the country's difficulties and complicated challenges, it remains a crucial element in driving people to achieve their utmost potential. Job satisfaction is significantly influenced by characteristics such as a clear sense of purpose and meaning, enough opportunity for personal and professional development, job stability, job security, and a favourable work environment. By comprehending these variables and executing tactics to enhance them, organizations and enterprises in Somalia may facilitate the advancement of a more driven and content workforce, hence fostering the growth and development of the nation (Ahmed, & Yusuf, 2019).

METHODOLOGY

The research methodology for this study adopted both qualitative and quantitative methods. The qualitative approach is a systematic literature review. The approach involves searching and analysing relevant academic articles, books, and other scholarly sources that provide insights into the relationship between reward management, employee performance, and job satisfaction in Somalia. The systematic literature review enables a comprehensive analysis of existing research on the topic and provides a solid foundation for understanding the current state of knowledge in this area.

Search Strategy

An all-encompassing search approach was used to reveal the literature analysis for this paper. The key databases used for this investigation included academic portals like JSTOR, Google Scholar, AI, and ResearchGate. In addition, publications focused on certain journals that are associated with the management of human resources and organizational behaviour were also consulted. Keywords such as "reward management," "employee performance," "job satisfaction," and "Somalia" were adopted for the search strategy and filter search outcomes and guarantee that they are relevant to the research objectives. Pieces of literature were analysed and identified major findings and areas where similar studies were conducted by examining similarities, and variations. The study facilitates the integration of materials and provides a full assessment of the current level of knowledge on the subject matter.

Inclusion and Exclusion Criteria

To ensure the selection of appropriate sources, inclusion and exclusion criteria were established and carried out. Only peer-reviewed articles, books, and academic papers that are written in English and focus explicitly on reward management, employee performance, job satisfaction, and their relationship in the context of Somalia were included while non-English sources such as those in Somali language (*Somali is an Afroasiatic language that falls under the Cushitic branch*) or those that do not meet the specific focus of this study will be excluded.

Survey Research

One quantitative method used to investigate the relationship between reward management and employee performance in Somalia is through survey research. This method involves measuring the variables related to reward management, job satisfaction, and employee performance. The data collected were analysed using statistical techniques such as correlation analysis to determine the strength and direction of the relationship between reward management, job satisfaction, and employee performance as presented in Table 1 to Table 3 below.

FINDINGS AND DISCUSSION

Reward management is an essential component of human resource management that entails creating and executing specific policies and procedures that reward workers and improve their productivity. In Somalia, a nation undergoing development with a history of instability, conflicts, and violence; the implementation of appropriate reward management is of utmost importance, given the difficult circumstances in which personnel are required to operate. This article will analyse the discoveries and consequences of a research study titled 'Reward Management and Employee Performance: A Review of Job Satisfaction in Somalia.' The study aimed to investigate the correlation between reward management, job satisfaction, and employee performance in the country.

Another quantitative method is experimental research, which involves manipulating variables related to reward management and assessing their impact on employee performance. In this method, the researcher designed an experiment where different groups of employees are exposed to varying levels of rewards or incentive systems. The performance of each group can then be measured and compared to determine the effectiveness of different reward management strategies in enhancing employee performance. The following are the key findings from the studies;

Table 1 Correlation Analysis between Remuneration and Employee satisfaction

	Remuneration	Employee Job satisfaction
Remuneration	Pearson Correlation	1
	Sig. (2-tailed)	.488**
	N	107
Employee Job satisfaction	Pearson Correlation	.488**
	Sig. (2-tailed)	.000
	N	107

** . Correlation is significant at the 0.05 level (2-tailed)

Table 1 shows the correlation between remuneration and employee job satisfaction in selected companies in Somalia, the findings indicated that ($r=.488$, $N=107$, $P=.000 < .05$), because the p-value is less than 0.05 level of significance, the researcher contends that there exists a statistically significant moderate relationship between remuneration and employee satisfaction in power supply companies of Somalia. The findings indicate that remuneration has a low contribution to the job satisfaction of the employees in the companies. The hypothesis which is set to test whether there is no statistically significant influence of remuneration on employees' job satisfaction in selected power supply companies in Somalia is rejected, the researcher contends that there exists a statistically significant moderate relationship between remuneration and employee job satisfaction.

Table 2 Correlation Analysis between working conditions and Employee satisfaction

	Remuneration	Employee Job satisfaction
Working Conditions	Pearson Correlation	1
	Sig. (2-tailed)	.469**
	N	107
Employee Job satisfaction	Pearson Correlation	.469**
	Sig. (2-tailed)	.000
	N	107

** . Correlation is significant at the 0.05 level (2-tailed)

Table 2 show the correlation between working conditions and employee job satisfaction in selected power supply companies in Somalia, the findings indicated that ($r=.469$, $N=107$, $P=.000 < .05$), because the p-value is less than 0.05 level of significance, the researcher contends that there exist a statistically significant moderate relationship between working conditions and employee satisfaction in power supply companies of Somalia. The findings indicate that working conditions have a low contribution to the job satisfaction of the employees in the companies. The hypothesis which is set to test whether there is no statistically significant influence of working conditions on employees' job satisfaction in selected power supply companies in Somalia is rejected, the researcher contends that there exist a statistically significant moderate relationship between working conditions and employee job satisfaction.

Table 3 Correlation Analysis between Employee Recognition and Employee Satisfaction

	Employee Recognition	Employee Job satisfaction
Employee Recognition	Pearson Correlation	1
	Sig. (2-tailed)	.529**
	N	107
Employee Job satisfaction	Pearson Correlation	.529**
	Sig. (2-tailed)	.000
	N	107

** . Correlation is significant at the 0.05 level (2-tailed)

Table 3 shows the correlation between employee recognition and employee job satisfaction in selected power supply companies in Somalia, the findings indicated that ($r=.529$, $N=107$, $P=.000 < .05$), because the p-value is less than 0.05 level of significance, the researcher contend that there exist a statistically significant moderate relationship between employee recognition and employee satisfaction in power supply companies of Somalia. The findings indicate that employee recognition has a low contribution to the job satisfaction of the employees in the companies. The hypothesis which set to test whether there is no statistically significant influence of employee recognition on employees' job satisfaction in selected power supply companies in Somalia is rejected, the researcher contend that there exist a statistically significant moderate relationship between employee recognition and employee job satisfaction.

1. This paper revealed that workers who believed their organization's reward management system to be equitable and efficient had greater job satisfaction. This suggests that a well-constructed system of incentives might catalyse workers, resulting in heightened levels of job contentment.

2. Job satisfaction has a substantial influence on employee performance. The investigation further demonstrated that individuals who had higher levels of job satisfaction exhibited superior performance in their work. This implies that work happiness plays a vital role in improving employee performance in Somalia.
3. Non-monetary factors contribute to work happiness: In contrast to common perception, the paper revealed that while monetary incentives do contribute to job satisfaction, they are not the exclusive determinant. Additional aspects, such as acknowledgment, prospects for professional growth, and a favourable workplace atmosphere, all play a substantial role in determining job happiness and satisfaction.
4. Insufficient reward management has a detrimental effect on employee performance. The paper also emphasized the negative consequences of a deficient or non-existent incentive management system on employee performance. Insufficient incentive structures contribute to employee demotivation and may lead to elevated rates of staff turnover and diminished productivity.
5. Implications for organizations in Somalia arise from the results of the research. First and foremost, firms need to establish a just and efficient incentive management system. This entails formulating suitable incentive strategies, continuously executing them, and effectively conveying them to staff members. This may facilitate the establishment of a favourable work environment and foster employee motivation. Furthermore, firms need to comprehend that work happiness is a multifaceted notion and cannot be exclusively attained via financial incentives alone. To guarantee employee happiness and job satisfaction, it is crucial to take into account other aspects such as recognition, work-life balance, and professional growth possibilities.
6. Consequently, it is important for firms to consistently evaluate and enhance their incentive management systems to align with the evolving demands and expectations of employees. This may aid in retaining highly skilled employees and improving employee performance.

Furthermore, the paper offers valuable information that may be used by policymakers and government entities in Somalia. Regulations and rules should be implemented to incentivize firms to develop equitable and efficient incentive management systems. Facilitating a healthy working environment may effectively foster the country's economic progress.

RECOMMENDATION FOR POLICY-MAKERS

For policymakers, it is essential to comprehend the influence of reward management on employee performance. In a developing nation such as Somalia, where there is often a lack of work satisfaction, it becomes even more imperative to tackle this matter. Several variables, including economic volatility, restricted career possibilities, and few resources, lead to poor job satisfaction. Effective implementation of reward management may significantly contribute to overcoming these difficulties and enhancing employee performance.

The management of rewards is essential for improving employee performance and work satisfaction. Given the dynamic nature of Somalia's labour market, policymakers must comprehend the correlation between incentive management techniques and employee performance. The purpose of this recommendation is to provide policymakers with valuable information on reward management systems that may effectively promote job satisfaction and overall organizational performance.

Conducting Comprehensive Job Analysis

To build an efficient incentive management system, policymakers in Somalia should first carry out a thorough job analysis. The objective of this analysis is to specifically define the primary work duties and responsibilities, along with the requisite skills and competencies for each position. To optimize employee performance, policymakers may tailor compensation systems to match the distinct demands of various occupations, therefore incentivizing individuals to excel in their respective roles. Additionally, the policy should prioritize the promotion of a harmonious equilibrium between work and personal life for workers. In a nation such as Somalia, characterized by economic volatility and little resources, workers often endure extended work hours in order to fulfil their fundamental need. This may have a substantial effect on their work happiness and overall welfare. Hence, it is essential to introduce regulations such as telecommuting opportunities, on-site childcare services, and paid leave for personal obligations.

Implementing Performance-Based Reward Systems

Policymakers should consider implementing performance-based reward systems in Somalia. Such systems link employee rewards directly to individual or team performance levels, providing a clear incentive for employees to strive for excellence. By aligning rewards with performance outcomes, policymakers can foster a culture of high performance and accountability within organizations (Ahmed & Yusuf, 2020). The reward structure should be congruent with the organization's aims and objectives. The awards should be tied to the attainment of key performance metrics and the objectives of the firm. This will not only guarantee that the workers' endeavours are focused on the achievement of the organization's success but also foster a feeling of purpose and belongingness among them. Additionally, it will foster a culture of responsibility and ownership among the staff.

Ensuring Fairness and Transparency

Fairness and transparency are essential aspects of an effective reward management system. Policymakers should ensure that rewards are distributed fairly based on objective criteria, such as performance evaluations or achievement of

predetermined targets. Transparent communication regarding the reward criteria and distribution process helps build trust among employees, leading to increased job satisfaction and motivation. Establishing a fair and open reward system has significant importance. Employees should possess knowledge on the specific standards used to assess their job performance and the corresponding benefits they are eligible to obtain. The system should operate on the principle of meritocracy, where workers are duly recognized and rewarded for their diligent efforts and notable accomplishments, rather than being subjected to any kind of favouritisms. This will not only incentivize the personnel to enhance their performance, but also foster a culture characterized by equity and confidence inside the firm.

Promoting Skill Development and Training Opportunities

Policymakers should prioritize skill development and training opportunities as part of the reward management strategy in Somalia. Providing employees with access to continuous learning programs not only enhances their capabilities but also demonstrates the organization's commitment to their growth and development. This can significantly contribute to job satisfaction by giving employees a sense of personal and professional advancement (Jama & Ali, 2017). Non-monetary benefits should be given equal significance alongside monetary ones. The reward system should include incentives such as flexible working hours, training opportunities, recognition, and professional progression prospects. Non-monetary incentives play a crucial role in motivating workers and maybe a more cost-efficient option for firms facing resource constraints.

Regular Evaluation and Feedback

Policymakers should implement a framework for periodic assessment and input on the reward management system in Somalia. The assessment should include the collection of employee input about the efficiency and impartiality of the system. Through proactive solicitation of employee feedback, policymakers may pinpoint areas for improvement and implement requisite modifications to maintain congruence between the incentive management system and employee expectations (Mohamed & Osman, 2016). Furthermore, it is important to foster a culture that promotes ongoing feedback and assessment of performance. It is essential to provide employees with consistent feedback on their performance, while also acknowledging and valuing their efforts. This would not only enhance their morale but also provide them a chance to consistently enhance themselves. Additionally, it will promote a constructive exchange of ideas between the management and staff, fostering a more comprehensive comprehension of their respective expectations and requirements.

Lastly, it is important to consistently assess and appraise the efficacy of these policies. It is important to accept feedback from workers and make appropriate improvements as needed. This will not only guarantee that the policies align with the organization's requirements but also demonstrate to the workers that their thoughts and welfare are highly regarded.

Ultimately, implementing an efficient system for managing rewards may result in a substantial improvement in both employee performance and work happiness. Policymakers in Somalia must prioritize the principles indicated above when formulating policies pertaining to reward management and employee performance. By applying these suggestions, the organizations in Somalia may establish a favourable and supportive work environment, resulting in a motivated and efficient staff. Consequently, this may enhance the nation's comprehensive economic growth and stability.

SUMMARY AND CONCLUSION

The article provides an in-depth examination of the correlation between incentive management, work satisfaction, and employee performance within the specific setting of Somalia. This research examines the distinct obstacles encountered by firms in Somalia and investigates how the implementation of efficient reward management strategies might augment work satisfaction and eventually promote employee performance. The study starts by examining the significance of incentive administration in incentivizing workers and cultivating job contentment. This emphasizes the significance of both internal and external incentives in shaping the actions and productivity of employees. The study highlights the need for corporations to adapt their compensation systems to match the cultural and socio-economic conditions of Somalia.

Consequently, the study emphasizes the significance of using a meticulously designed and culturally attuned rewards management system to improve employee performance in Somalia. Organizations that allocate resources to complete systems of rewards, including both financial and non-financial components, are likely to cultivate elevated levels of work satisfaction and, subsequently, enhance employee performance.

Nevertheless, the standardized technique is inefficient in the multifaceted cultural and economic context of Somalia. Hence, firms should customize their compensation systems to align with the specific cultural values and economic conditions of the local context.

Additionally, this analysis indicates that continuously evaluating and adjusting reward systems are essential in addressing the changing requirements and anticipations of workers. This method not only improves work happiness but also promotes long-term employee commitment and organizational achievement. Ultimately, this study provides significant knowledge in the area of human resource management in Somalia. It establishes a basis for future research and practical implementations specifically related to incentive management and employee performance. Somali organizations and international firms working in the area are strongly urged to reassess and revamp their compensation systems to better match the distinct socio-cultural and economic circumstances of Somalia.

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