

The Employee Welfare Practices on Organizational Performance (The Private Organizations in Somalia)

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Abstract:- The study was undertaken to investigate the impact of employee welfare practices on organizational performance of the private organizations in Somalia. The purpose of the study was to determine Employee welfare practices employed of Private Organizations in Somalia, to determine the performance of the Private Organizations in Somalia and to establish the significant relationship between Employee welfare practices and the Organizational Performance of Private Organizations in Somalia.

The study was deployed qualitative and quantitative approaches, the study used a structured questionnaire and an interview guide. The target population was 170 out of 119 respondents of sample size. The study deployed simple random and purposive sampling techniques. From the findings was that the employee welfare practices in the organizations was poorly administered. With regards to the relationships between employee welfare practices and organizational performance of the private organizations in Somalia, there was a strong positive relationship between which was measured at a Pearson Linear Correlation Coefficient of 0.486. The organizational performance was also found to be low and that the organizational performance could effectively improve through use of the enhanced employee welfare practice and showed by the research study.

Keywords:- Employee Welfare, Medical Cover, Employee Allowances, Employee safety, Organizational Performance, Productivity, Quality Service and Responsibility

I. INTRODUCTION

➤ Background of the Study

Every workplace thrives on employee motivation, which is why we consider employee care and management to ensure that all staff are happy, productive, healthy, safe from work risks, and. Employee well-being refers to all aspects of the workplace environment that support the employee welfare of their staff.

Management of employee welfare is an essential part of any organization, by providing the basic resources, keeping straight communications lines, making open working plans, and providing appropriate benefits, an

organization can ensure that their staff are safe and supported in the workplace. As well, investing in strength programs can support and encourage physical and mental health among employees.

Staff are the essential to organizational performance and failure, and the importance of their strategies and growing in today's industrial knowledge (Chaudhary, 2017). Employees are the intellectual assets of the organization and they are the road to a competitive advantage, especially in the corporate world (Armstrong & Taylor, 2014).

A staff welfare practice in an organization is vital and crucial for the efficient delivery of practices. Employee welfare practices are beyond the normal salary and provide additional motivation for the employee to stay in an organization.

The relationship between employer and employee has to be improved and taken care of to allow the organization to stay competitive. Organizations use employee welfare practices as a means of increasing engagement and creating the best work environment (Armstrong & Taylor, 2014). Employee performance is essential in any organization in order to improve the quality of service and output (Namuddu, 2010).

Performance and improving the output are one of the main objectives and visions of the organizations. The scope to which employees are able to expand their endeavors toward the realization of organizational goals relies upon how they are tended to and managed by organizational partners (Bernardin, 2010).

The term performance dates back to the 19th century and it was used to describe the outcome of sporting events. It emerged in the 20th century and evolved into a series of definitions that encompass different types of activity that are perceived through performance.

In current decades, performance ideas have enhanced and gained attention from almost all aspects of human life. In fact, performance is often a multifaceted idea and explains a large number of important ideas of the concept and the indicators to measure it.

The reviewed studies indicate that there are limited studies on the effect of employee welfare practices on organizational performance in Somalia

Many researchers found that welfare practice improve employee performance with outcomes in organizational growth (Wainaina, 2011; Kuria, 2012). For business operations to run smoothly, it is very important to consider employee welfare very actively.

➤ *Statement of Problem*

For organization operations to run smoothly, it is very important to consider employee welfare very actively. Since 1991, there is no proper government system in Somalia, the government of Somalia collapsed in 1991, and all the systems disappeared including the rights of the workers.

Ten years ago, there was no government to go to work, no Ministry of Labor and social affairs, and no rules and regulations to protect the rights of workers including employee welfare practice

In the last 10 years, it seems that businesspersons have understood human resource management, and companies or organizations structured organizational structure and created human resource department. Employees must understand that they are enclosed by social welfare benefits and legally have the right to receive basic forms of social support.

It is still believed that Private organizations do not give priority to employee welfare, especially employee holidays, medical, safety, allowance and other facilities, and it may affect the production, responsibility and care of the services provided by the organization and the researcher believe this affects organizational performance because employees leave the job or do not stay longer at the organization

➤ *The Purpose of the Study*

The purpose of the study is to investigate the impact of Employee welfare practices on the Organizational Performance of Private Organizations in Somalia.

➤ *Specific Objectives*

- To determine the profile of respondents in terms of age, gender, education level work experience of Private Organizations in Somalia.
- To examine Employee welfare practices employed of Private Organizations in Somalia
- To determine the performance of the Private Organizations in Somalia
- To establish whether there is a significant relationship between Employee welfare practices and the Organizational Performance of Private Organizations in Somalia

➤ *The Research Questions*

- What is the profile of the respondents in terms of age, gender, education level, and work experience of Private Organizations in Somalia?
- What is the Employee welfare practices employed of Private Organizations in Somalia?
- How is the performance of the Private Organizations in Somalia?
- Is there a significant relationship between the level of Employee welfare practices and the Organizational Performance of Private Organizations in Somalia?

➤ *Research Null Hypothesis*

The research hypothesis of this study stated that there is no significant relationship between of Employee welfare practices and the Organizational Performance of Private Organizations in Somalia

II. LITERATURE REVIEW

➤ *Introduction*

Literature review plays an important role both for the reader and researcher to explain the research title that has been discussed and related subjects. In this part, the researcher attempts to provide a brief overview of the literature review

The review looked at employee welfare in private organizations and their relationship with organizational performance, related books and journals are cited with particular relevance to the context.

➤ *Theoretical Review*

As defined by (Blumberg, 2011) theory is a group of related ideas and meanings, which are used to describe or predict a situation. According to (Kerlinger, 2000). The main reason for the theory is to bring to light both real and inevitable events. This study was used the social exchange theory that explains employee welfare.

➤ *Social Exchange Theory*

Sociologist George Homans (1958) developed this theory. It is one of the most influential concepts in understanding workplace dynamics.

The theory of social exchange is based on three points including; reciprocity, rationality, and individuality that explain the relationship between employer and employee (Enoksen, 2012). The rational principle explains that employees will have an association with the organization that will result in rewards and satisfaction of the needs and wants of the employees.

The principle of reciprocity is the reason why social relations always respond to employers and employees. The principle of individuality indicates that the type of reciprocity is able to sustain the reciprocity relationship between the organization and the employees (Enoksen, 2012).

Conversely, employees will increase their loyalty to the organization and this will significantly affect the productivity of the organization including performance (Pinho, 2012).

A combination of all these elements is likely to bring satisfaction to both the employee and the employer. This theory will be the anchor theory since it explains all the variables under study.

➤ Empirical review

This part looked for to review the existing literature on the specific objectives of the study and it will explore the gaps identified and explain how this study looking for to close those gaps.

➤ Conceptual framework of the study

The below diagram it presents conceptual framework showing the relationship between the exist the variables of the study.

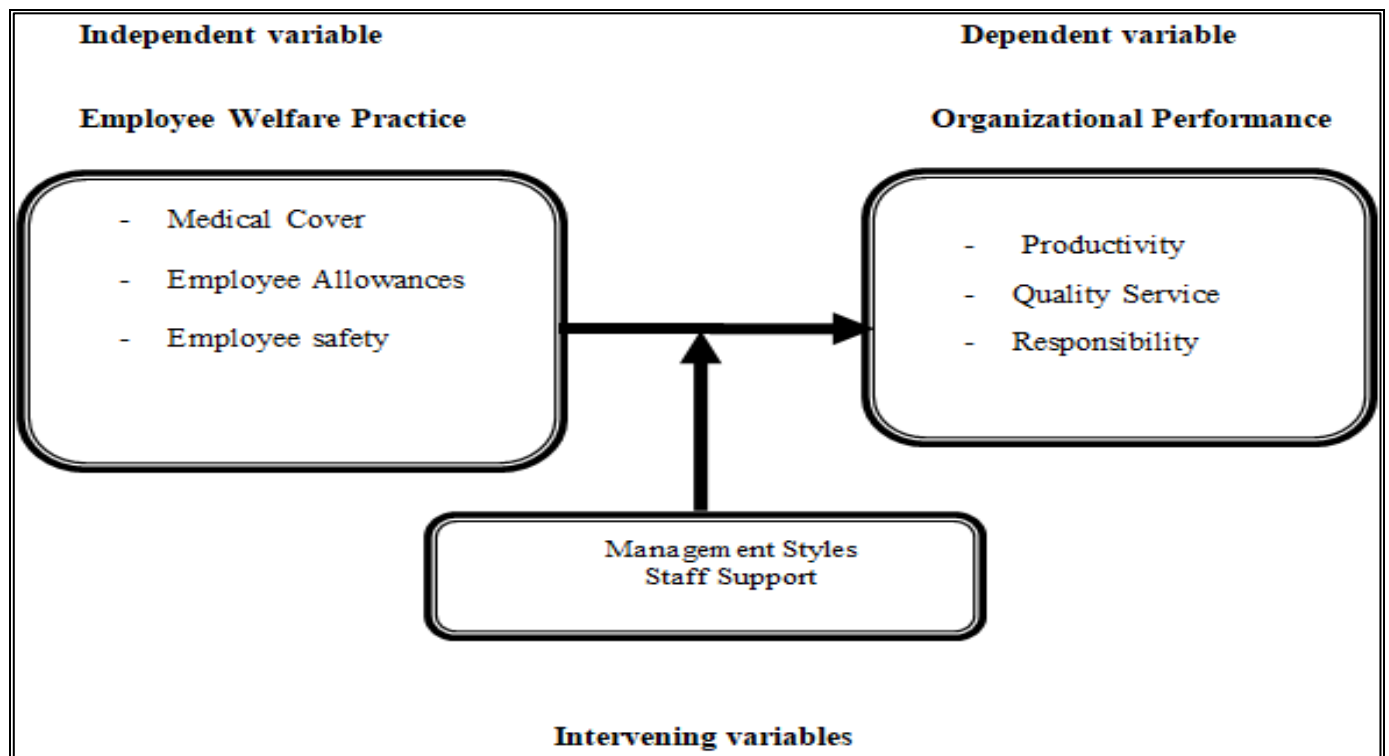


Fig 1 Conceptual Framework

The above conceptual framework shows the diagram of the exist variables of the research, As shown in the conceptual framework above, the independent variable is Employee welfare Practice under three different welfare practices including medical cover, employee allowance, and employee safety. The management is thought to influence organizational performance through its productivity, quality services, and responsibility. This relationship is mediated by other variables (extraneous) namely, management styles and staff support which influence the way Employee welfare practice affects organizational performance.

➤ Related studies

• Employee Welfare

According to Dr. Biswo Ranjan Mishra, the scope of Human Resource Management is very broad. studies in behavioral sciences, new trends in managing knowledge workers, and advances in the field of training have expanded the scope of

Welfare point of view: It relates with working conditions and services such as canteens, rest areas, lounges

and dining rooms, housing, transportation, medical assistance, education, health and safety, recreational facilities, etc.

Employee welfare is important as it facilitates the process of getting work done and motivates employees to work hard to achieve the goals of the organization. Considering that employees are the backbone of work performance, there is a need to look at personal care (William & Judith 2015).

Currently in the workplace in order for the employer to attract and retain skilled personnel, they are compelled to provide competitive compensation and welfare packages. According to Hanim (2017)

• Medical Cover

Employee health is closely related to job performance and organizational productivity. It is important for employers to seek and strive for relationships, including incentive payments, bonuses, commissions, all types of wages, insurance, etc. (Aker & Moazzam 2016; Snell & Bohlander, 2010; Dessler 2011).

According to the Demirbag 2014, conducted a research on how employee medical insurance have an effect on employee performance in Africa and used a questionnaire of the sample of 104 participants. The study used correlation during the study data analyses. The study found the employee productivity is significantly related to health insurance.

Health cover was one of the welfare services that boosted employee performance. Due to the high cost of hospital, surgery, and maternity care, it has become necessary to reduce these costs for workers through health insurance. Staff with health insurance are more likely to be satisfied with their jobs and employers, which ultimately translates into effective productivity.

- *Employee Allowances*

According to Mensah (2019), employee allowances include allowances related to employee housing, travel, and anything else provided by the employer on a regular basis.

The offered Bonuses used as a strategy to protect and retain talented employee within the organization. Staff allowances including meals, overtime, daily subsistence, and mobile subscriptions are factors to the employee performance (Gelard, 2016).

There are main common employee allowances that organizations provide to their staff including transport and accommodation allowances, education, housing allowances.

- *Employee Safety*

Employee safety explains giving a safe workspace for employees by including safe equipment and safety policy in the work environment to ensure employee safety.

Managers are paying attention to the employee safety, they realized the employee safety lead an employee to have higher productive, without having safety programs, employers experience the economic cost through workers' compensation and medical cost and industrial unrest.

Workplace that is free from hazards and accidents is tempting to employees. Employees are more satisfied and more productive in such a workplace. A safe workplace is essential for both employees and employers. It is the right of all employees to be safe in the work environment. Workplace safety is essential regardless of the size of the company. (Shah Alif Ahmed, April 2023).

➤ *Organizational Performance*

Some scholars and researchers, such as Chandler (1962) and Thompson (1967), seem to have developed the concept of organizational performance. According to these researchers, the ultimate level of organizational performance is long-term growth and survival. In other words, continuous improvement of organizational performance is an important goal.

A systematic literature review of 213 studies published in reputed journals or a period of only three years (2006-09) revealed 207 different measures used for assessing performance (Richard et al., 2009).

Eventually, the researchers settled on a multi-dimensional construct of organizational performance with three crucial aspects: financial performance, product market performance, and shareholder return. Performance remains an important issue among organizational researchers and employees must perform well where they are treated well (Haque, Faizan, & Cockrill, 2017; Barney, 1997). And Javier (2002) asserted that performance corresponds to a particular program or task's famous 3Es (economics, effectiveness, and efficiency).

Compared to other researchers in the same period, Jenatabadi (2014) treated the concept of organizational performance more carefully and clearly. According to Lupton, an effective organization has high productivity levels as well as high levels of satisfaction and motivation among its members, while turnover, costs, and job stability are low or absent.

- *Productivity*

Productivity is the efficiency of an organization's employees to transform inputs into outputs in terms of products or services, organizations managers engage allowances, objectives and communication strategies to improve employee welfare and increase productivity.

The more productive an organization is, the better its competitive advantage since the efficiency of the resources that have been utilized

Organization must understand the require of keeping a balanced workload, giving staff the required training, and setting clear goals since lower employee productivity eventually has an unfavorable impact on the bottom line and the organization's ability to compete in the market, the organization as a whole may suffer due to the above subject

- *Quality Service*

Recent studies related quality of service cover quality management in Somalia contexts indicated that managing the quality of products and services is very significant in secure that private organizations to be good in meeting the customer requirements and achieves organizational objectives.

A number of studies in the last two decades have set down significantly established the concept and measurement of quality service and its effect on a large number of organizational results, a general agreement on the quality of service definition and theory confirms that quality required and determined by stakeholders.

- *Responsibility*

Historically, researchers and practitioners have used a myriad of labels to refer to organizational responsibility, some of these include corporate social responsibility, boundary-spanning organizational functions, corporate citizenship, corporate sustainability, sustainable entrepreneurship, environmental stewardship, corporate ethics, business ethics, corporate social performance, and sustainable development.

Studies indicated that there the positive relationship between social and environmental performance and economic performance.

In addition, other consumer study found that more than 75% of consumers consider an organization's level of social responsibility to be important, and about 90% of employees believe their organizations should be socially responsible.

➤ *Employee Welfare and Organizational Performance*

From the previous sections, the paper reviewed the concepts of how they relate to employee welfare packages and organizational performance. In line with Social Exchange Theory, this paper believes that improved organizational performance is the result of fair and just treatment of employees.

There has been significant theoretical and practical work carried out on organizational performance worldwide, for decades now, how the practice of employee welfare affects the performance of the organization has received considerable attention among scholars and professionals working in the area of human resource managers. (Al Khajeh, 2018, Bhargavi & Yaseen, 2016, Igbaekemen and Odivwri, 2015; Giambatista, 2004, and Rowe et al., 2005).

All of these tend to affect the performance of these organizations; one of the significant factors that also has the probability to important influence the performance of the organization is its employee welfare practice. (Ng'ethe et al., 2012; Jeremy et al., 2012).

III. METHODOLOGY

➤ *Introduction*

- *Research Design*

The study structure was conducted to use of descriptive research, its information which is collecting at one point without changing the environment (Krishnaswamy, Sivakumar, & Mathirajan, 2009).

The design of the study was chosen since the researcher is interested in understanding the reality related to employee welfare practices and the relationship between organizational performance in private organizations in Somalia and was deployed quantitative and qualitative methods

- *Research Population*

The research population of the study was 170 which was obtained from the organizations including Directors, managers, departmental staff, beneficiaries, and administration of four private organizations in Somalia in were included, the Garowe the capital city of Puntland state and Bosaso is the economic capital of Puntland state and Lasanod is the capital city of the Sool region where the researcher working for the last eight years

➤ *Sample Size*

The sample size of the study used is 119, this number was calculated using the Slovene formula as mentioned below.

✓ *Equation 3.1: Slovene's Formula*

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{170}{1 + 170(0.05)^2}$$

$$n = \frac{170}{1 + 0.425} = 119.29 \cong 119$$

➤ *Sampling Procedures*

Deployed two different techniques of sampling techniques used (simple random and purposive sampling techniques). simple random sampling used, the researcher first gathering the names of intended subjects from private organizations and after that, the participants were picking at random.

It used to establish which participants would participate in the study from the departmental staff, beneficiaries, and administration

The purposive sampling techniques used to select the members to take part in the study from the Directors and managers.

➤ *Research Instruments*

Two instruments used , the face sheet form which was deployed for data collection in the profile of the participants; and the second one was research-made questionnaires which was derived from Conceptual framework and variables of the study.

- *Questionnaire*

Questionnaire focuses on the independent variable which will be the employee welfare practice, and the other questionnaire focused on the dependent variable which will be organizational performance.

- *Interview Guide*

An interview guide is a verbal guide for data collection and provides a general plan to deploy in data collection (Amin, 2005). An interview guide used it encourages face-to-face data collection with the participants to clarify the issues and hence in-depth information about the topic.

- *Validity and Reliability of the Instrument*

- *Validity*

The validity of the instrument was checked through expert evaluation and the researcher confirmed that the validity was 70% at least

$$CVI = \frac{\text{no of items declared valid}}{\text{total no of items}} * 100$$

- ✓ *Equation 3. 2: CVI Equation*

Sample size of 119 questions in the study were distributed to the participants and 117 were declared valid by and the CVI was calculated as follows

$$\frac{117}{119} = 0.982 \cong 0.99$$

- *Reliability*

Reliability is a scale of the level to which a study tool yields consistent findings after repeated trials (Muganda & Mugenda, 2003). The researcher did the first test of the instrument on a group and waited one week and then did the same test on the same again. Cronbach's alpha was the final test used to initiate the reliability of the instrument. If alpha were higher than 0.7, the instrument would be said to be reliable, and the vice versa when it was lower than 0.7.

Average Alpha was calculated at 0.838 which is higher than 0.7 and therefore declared the reliability of the instrument.

- *Data analyses method*

Various methods were used to analyze the data collected from the study, and the participant analyzes using percentage and frequency distribution tables.

Objectives one, two and three: average, standard deviations and grades will be used to determine the level of employee welfare and organizational performance. The analysis of the item showed its strengths and weaknesses based on the indicators in terms of average and grades.

- *Ethical Considerations*

It was very important to make sure that the researcher shows the attention of all stakeholders in the research process, to ensure this, the following were done as coding all the questions.

The study ensuring all ethical consideration are take care of, these include the right to privacy, where the respondent will not be coercing to provide information they are not willing to disclose. Right to anonymity, the respondent was not required to disclose their identity and the researcher will careful to ensure the questionnaire does not capture the name or identity of the respondent. Right to confidentiality will respect and the information given will not disclose to a third party under any circumstance.

Right to inform consent, the respondent was informed on the purposes of the study and allowed to decide if to participate or not.

All the authors sourced in the study were acknowledged within the body of text, and findings were presented in a generalized manner

- *Limitations of the Study*

Validation of the study may face some limitations arising from the following situations;

Intervening variables or confounding are on the other side the researcher's control such as participant's honesty and personal bias.

To reduce and avoid such situations, the researcher asked the participants to be impartial and unbiased while participating and taking place the questions for the study

The research context had uncontrolled areas where extraneous variables could influence the data collected such as comments from other respondents, anxiety, stress, motivation on the part of the participants during the process of taking part of the questions.

IV. FINDING PRESENTATION AND ANALYSIS

- *Introduction*

This section with the data collection, presentation and analysis of data gathered during the data collection phase. It contains sections which correspond to the objectives of the research.

- *Demographic Characteristics of the respondents*

To analyze the profile of the participants were used percentage, tables and frequency distribution. The framework reflected on the scope of this analysis were age, gender, department, and work experience. The summary of the data collected from the site as below.

Table 1 Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	104	88.9%
	Female	13	11.1%
	Total	117	100%
Age	Below 30 years	23	19.7%
	31-40 years	64	54.7%
	41-50 years	23	19.7%
	50 and above years	7	6%
	Total	117	100%
Level of Education	O-Level	23	19.7%
	A-Level	3	2.6%
	Diploma	21	17.9%
	Degree	47	40.2%
	Master	23	19.7%
	Total	117	100%
Work Experience	Below 10 years	84	71.8%
	11-20 years	30	25.6%
	21-30 years	3	2.6%
	31 and above years	0	0%
	Total	117	100%

Source: Primary Data, 2024

According to the result it has shown that from the below chart, in terms of gender it was found that males are more than females. Males made up 88.9 percent and females made up 11.1% of the total of 117 participants. Since all the participants were employees of Private Organizations, it

means that the employment policies of the private organizations indulge males over females. Conversely, this means that women are actively discouraged from working for these organizations. The below pie chart graphically presents the complete data.

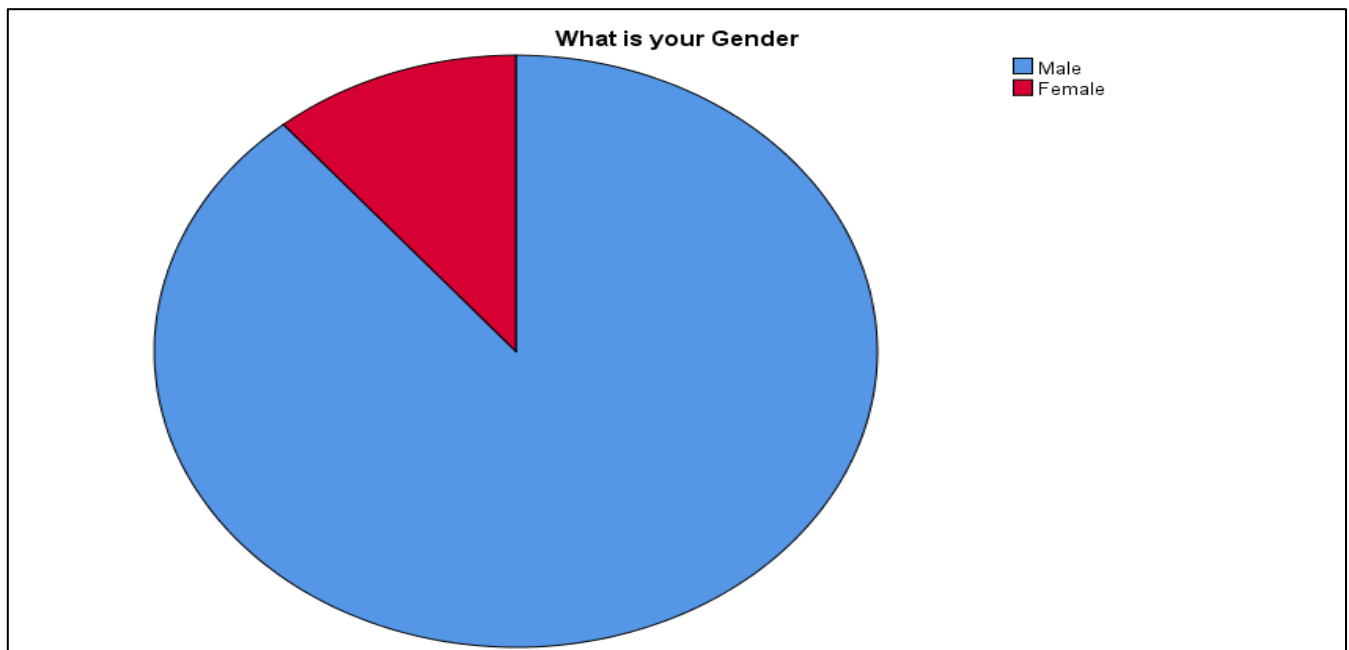


Fig 2 Gender of Respondents

Source: Primary Data, 2024

According to the result it has shown that from the below chart, in terms age distribution of the participants that there were more young staff than there were older staff. This is found that there were two youngest age categories composed majority of the participants. Those between the age 31-40 years constituted 54.7% followed by those below

30 years and by those who 31-40 years composed 19.7% in same result, while the smallest part was left to be those above 50 years as stated by 6% of the 117 participants. This way, the private organizations prefer young people as employees. This information is presented in Figure 4.2. below.

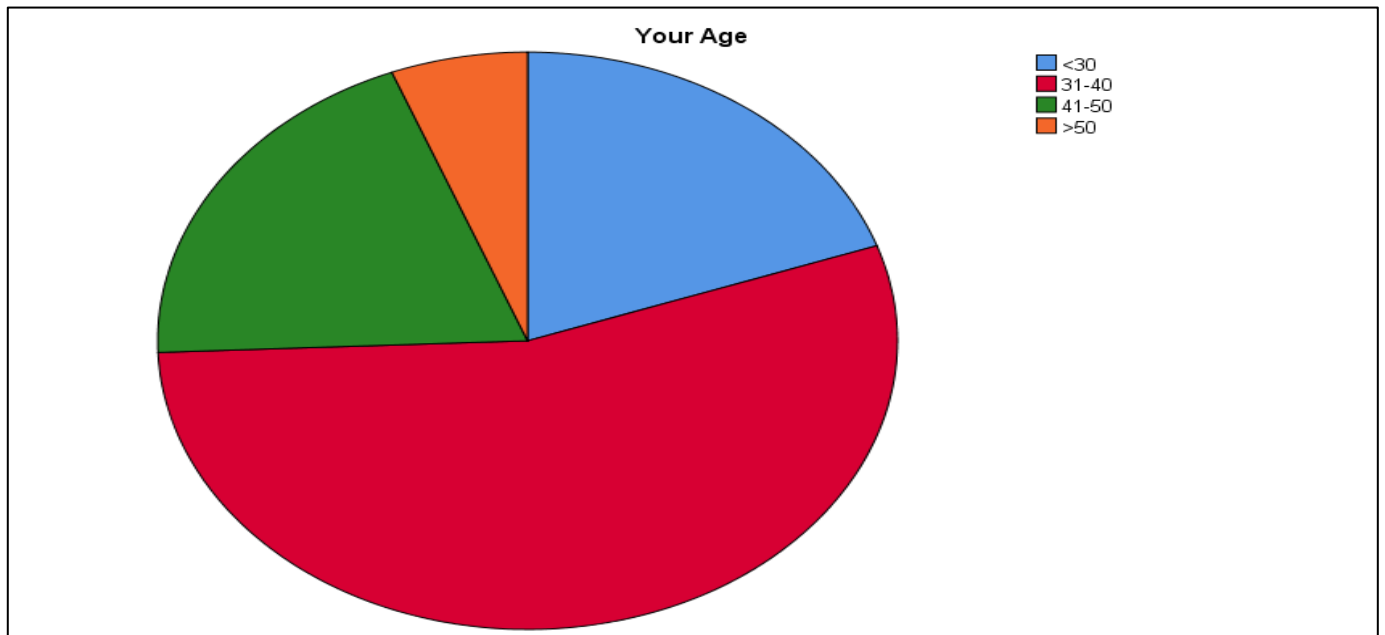


Fig 3 Age Distribution of Respondents
Source: Primary Data, 2024

The third was considered and analyzed in terms of demographic characteristics was the educational levels of the participants. When looking at these frameworks, it was found that the degree and Masters are the first place with 40.2% and 19.7%. and the third in terms of education level was those who have a high school diploma (ordinary level)

which is 19.7%, followed by those who have a diploma claiming 17.9% of the composition. The smallest group was found to be those with secondary certificate (advanced level) which represented 2.6% of the 117 participants. This is shown in below Figure 4.3

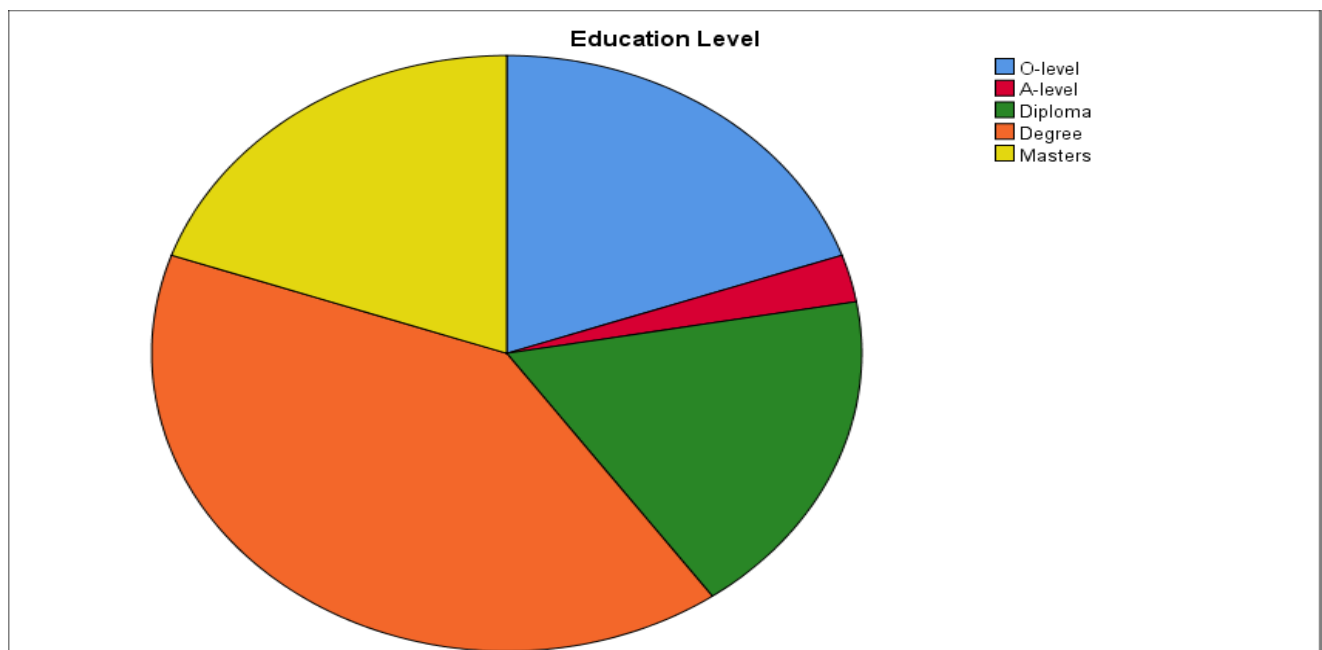


Fig 4 Level of Education of Respondents
Source: Primary Data, 2024

The Fourth was considered and analyzed in terms of demographic characteristics was the educational levels of the participants, it was found that most of them had below 10 years of experience as they claimed 71.8%. This group was followed by those between 11-20 years who had 25.6%

and finally those between 21-30 years with 2.6% composition. This average that the staff have moderate experience in their work. This data is illustrated in figure 4.4 below.

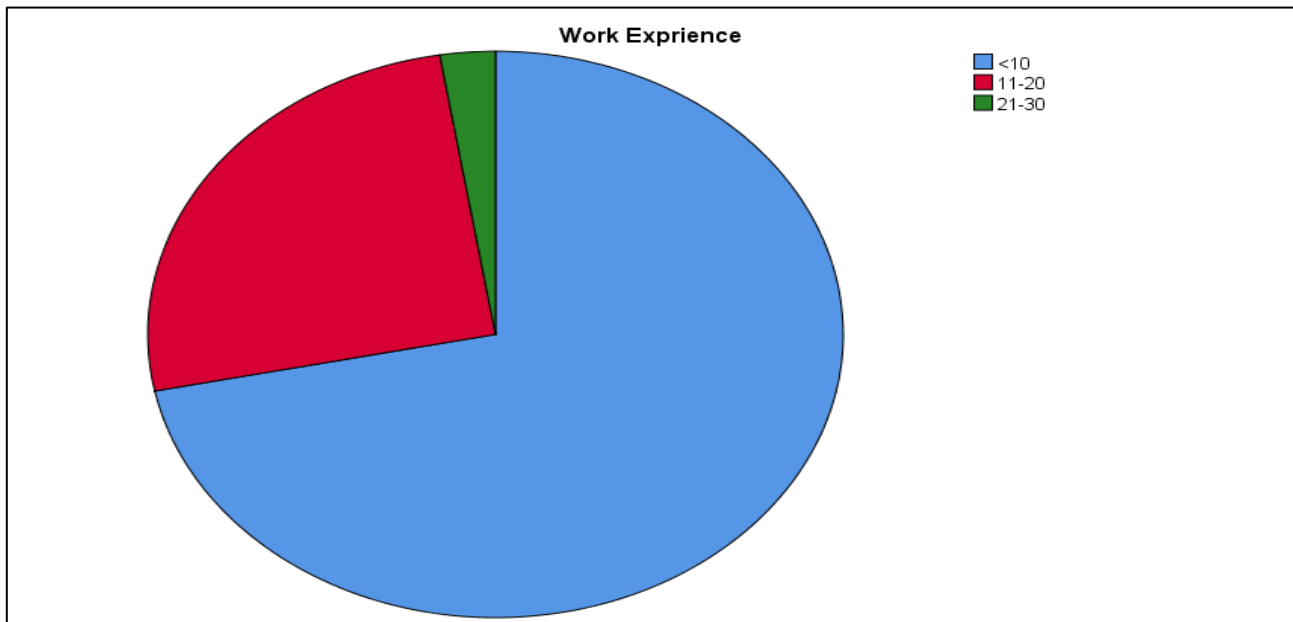


Fig 5 Work Experience of Respondents

➤ *Objective One: Employee Welfare Practices of Private Organizations in Somalia*

The first objective of the study was to examine the Employee Welfare Practices as used by Private Organizations in Somalia.

When analyzing this objectives, the mean and standard deviation are used in the analysis. The data is summarized in tables 4.3.1 - 4.3.4. In general, the average obtained by the employee welfare practice here was 2.2 of which 0.83 is interpreted as low according to the average difference of the given interpretation.

➤ *Employee Welfare Practices*

Table 2 Descriptive Statistics of Employee Welfare response

Employee welfare Questions	Mean	Std. Deviation	Interpretation
The employee's welfare is essential for the organization's productivity	1.59	0.528	Very Low
The availability of employee welfare increases my motivation and satisfaction	1.56	0.593	Very Low
I would leave my current work for an organization with better employee welfare practice	2.12	0.939	Low
Employee welfare leads to high retention of employees in the workplace	2.21	0.772	Low
Employee welfare benefits attract better-skilled employees	2.30	0.823	Low
Employee welfare benefits influence the rate of employee turnover	2.44	0.845	Low
General Statistics	2.04	0.75	Low

Source: Primary Data, 2024

The above table shows that the average employee welfare practice is low when calculated at 2.04 The standard deviation of 0.75 suggests that the responses are not scattered. The top-rated statement was that "employee welfare benefits affect employee turnover" which scored a mean of 2.44 and was therefore interpreted as low. The

lowest rated statement was "I am leaving my current job in an organization with good employee welfare practices" as its mean was calculated as 2.12 and interpreted as low. This generally means that private organizations are yet to effectively manage their employee welfare pertaining to their human resources.

Table 3 Descriptive Statistics of Medical Cover Response

Medical Cover Questions	Mean	Std. Deviation	Interpretation
How do you rate the medical cover provided by organization for the employee and their families?	3.51	0.899	High
Are you satisfied with how health cover services are provided and communicated?	3.37	0.947	High
How would you rate your organization's sick leave policies?	2.29	0.895	Low
General Statistics	3.1	0.914	High

Source: Primary Data, 2024

Within this framework, it was shown that the application of health coverage in private institutions is low as recommended by the average score of 3.1. The standard deviation of 0.914 recommends that the feedback are also scattered low. The highest rated statement was that (How do you rate the medical cover provided by organization for the employee and their families) which scored a mean of 3.51

which is interpreted as high. The lowest evaluated statement was that (How would you rate your organization's sick leave policies?) as it obtained a mean score of 2.29 and thus interpreted as low. This generally means that the private organizations in Somalia not manage their employee medical cover well or as would be expected of them.

Table 4 Descriptive Statistics of Employee Allowances Response

Employee Allowances Questions	Mean	Std. Deviation	Interpretation
Organization provide employee allowances include allowances related to employee accommodation and travel	1.68	0.816	Very Low
Organization provide personal allowances such as meal allowances, overtime allowances and mobile subscription	1.79	0.924	Low
General Statistics	1.74	0.87	Low

Source: Primary Data, 2024

Within this framework, it was shown that the application of Employee Allowances in the private organizations was low as recommended by the mean score of 1.74. The standard deviation of 0.87 proposes that the responses were not also that dispersed.

The highest rated statement was that (Organization provide personal allowances such as meal allowances, overtime allowances and mobile subscription) which scored

a mean of 1.79 which is interpreted as low. The lowest evaluated statement was that (Organization provide employee allowances include allowances related to employee accommodation and travel) as it gets a mean score of 1.68 and thus interpreted as very low. This generally means that the private organizations in Somalia manage their Employee Allowances well or as would be expected of them.

Table 5 Descriptive Statistics of Employee Safety Response

Employee Safety Questions	Mean	Std. Deviation	Interpretation
Organization facilitates a safe and healthy work environment and consider measures to protect employees from injury or illness.	1.87	0.609	Low
Organization Provide workers with safety training and instruction	2.15	0.783	Low
Consider employee feedback to evaluate safety program	2.17	0.931	Low
General Statistics	2.06	0.774	Low

Source: Primary Data, 2024

Within this framework, it was observed and discovered that the application of Employee Safety is low as suggested by the mean score of 2.06 and the standard deviation of 0.774 proposed that the feedback is also not scattered. The highest rated statement was that (Consider employee feedback to evaluate safety program) which scored a mean of 2.17 which is interpreted as low. The lowest evaluated statement was that (Organization facilitates a safe and healthy work environment and consider measures to protect employees from injury or illness.) as it obtained a mean score of 1.87 and thus interpreted as low.

This generally means that the private organizations in Somalia manage their Employee Safety well or as would be expected of them.

When looking at the answers to the interviews about the strategies to practice employee welfare, the participants made the above claims.

➤ Objective Two: Organizational Performance of Private Organizations in Somalia

The second objective of the study was to evaluate the organizational performance of Private Organizations in Somalia average and Standard deviation was in the analyzed. The data presented in figures 4.6-4.10

Overall, the average gets for organizational performance here was 2.05 which is interpreted as low which is 0.753 which is interpreted as low due to the difference in interpretation.

➤ Organizational Performance

Table 6 Descriptive Statistics Organizational Performance Response

Organizational Performance Questions	Mean	Std. Deviation	Interpretation
Organization provided investment makes in training and education so that I can achieve by best and both personally a professionally	1.96	0.621	Low
We have clear strategic plan on where we are going in the next year	2.37	0.997	High
My organization has provided me with the necessary equipment to perform adequately	1.95	0.668	Low
General Statistics	2.1	0.762	Low

Source: Primary Data, 2024

Regarding the activities of the organizational Performance it was shown that the Private organizations have come out in this matter. This is shown in context 2.1 and interpreted as low. The standard deviation of 0.762 proposes that the answers were not that scattered.

The highest rated statement was (We have clear strategic plan on where we are going in the next year) as it

gets an average score of 2.37 and was interpreted as low. The lowest rated statement was that (My organization has provided me with the necessary equipment to perform adequately) as it received an average score of 1.95 and was therefore interpreted as low. This means that the private organizations are attempting to improve and enhance performance.

Table 7 Descriptive Statistics of Productivity Response

Productivity Questions	Mean	Std. Deviation	Interpretation
There is notable improvement in the efficiency and effectiveness of productivity	2.47	0.889	High
Do you satisfied doing overall productivity in getting the job done on time	1.82	0.596	Low
Do you satisfied the way you meet your target quotas and goals?	1.71	0.685	Low
General Statistics	2	0.723	Low

Source: Primary Data, 2024

The first construct analyzed in organizational performance was productivity. Here, it was found that the average of this construct was 2 which is interpreted as low compared to average interpretation. The standard deviation which is resulted 0.723 is confirmation that the answers are not far apart. The highest rated statement was (There is significant improvement in the efficiency and effectiveness

of production) which resulted in a mean of 2.47 which was interpreted as high. The lowest rated statement was (Are you satisfied with how you achieved your quota and goals) which resulted average of 1.72 and was defined as low. This generally means that private organizations attempting to improve and maintain their productivity.

Table 8 Descriptive Statistics of Quality Service Response

Quality Service Questions	Mean	Std. Deviation	Interpretation
Do you respond quickly and courteously to fulfill customers' needs?	1.36	0.608	Very Low
The quality of services offered by private organizations has improved	1.51	0.651	Very Low
There is improved performance in the delivery of services by private organizations	1.64	0.713	Very Low
General Statistics	1.503	0.66	Very Low

Source: Primary Data, 2024

The second framework analyzed in organizational performance was Service Quality. Here, it was shown that the average for this framework was 1.503 which was interpreted as very low compared to the average of interpretation. The standard deviation of 0.66 proves that the feedback is not far apart. The highest rated report was (There is improvement in the provision of services provided

by private organizations) with an average of 1.64 which is interpreted as very low. The lowest rated statement was (Do you respond quickly and politely to meet customer needs) which scored a mean of 1.36 and was interpreted as very low. This generally means that private organizations are improving the quality of service they provide.

Table 9 Descriptive Statistics of Responsibilities Response

Responsibilities Questions	Mean	Std. Deviation	Interpretation
There is increased responsibility and transparency in the private organizations	2.59	0.800	High
Factors related to the responsibility inform strategic decisions in our organization.	2.65	0.894	High
Organization's strategy places equal importance on creating social, environmental and economic value	2.55	0.905	High
General Statistics	2.6	0.87	High

Source: Primary Data, 2024

Finally, according to the organization's responsibilities, it was shown to be high, bringing an average of 2.6, similar to the other constructs found, and its normal level of standard deviation of 0.87 showed that the answers were not distributed. The highest rated statement was (Factors related to responsibility inform the strategic decisions of our organization.) as it scored average 2.65 and was therefore interpreted as high.

The lowest rated statement was (Organization' strategy is equally important for creating social, environmental and economic values) which resulted in a mean of 2.55 and was

therefore interpreted as high. This generally means that private institutions find it difficult to maintain responsibility for their activities.

➤ *Objective Three: Relationship between Employee Welfare Practice and Organizational Performance*

The last objective was to find out whether there is a significant relationship between Employee Welfare Practice and Organizational Performance of Private Organizations in Somalia. This was done by use of the technique of correlation

Table 10 Correlation Analysis for Main Study Variables

Correlations				
		Employee Welfare Practice	Organizational Performance	Decision on hypothesis
Employee Welfare Practice	Pearson Correlation	1	0.486**	Rejected
	Sig. (2-tailed)		0.000	
	N	117	117	
Organizational Performance	Pearson Correlation	0.486**	1	
	Sig. (2-tailed)	0.000		
	N	117	117	
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Primary Data, 2024

The results showed that there was a strong positive relationship between the Employee Welfare Practice and the Performance of the Private Organization which was calculated to be the direct correlation of Pearson of 0.486. The 2 tailed tests indicated a significance test of 0.000 which is below the threshold level of 0.05. This is the exact test which discovers the validity of the learned hypothesis conducted throughout the study. In this case the null hypothesis was rejected as the results showed that there is a significant relationship between the Employee Welfare Practice and Organizational Performance as a result.

Among the constructs, the strongest relationship was established between employee welfare practices and organizational performance and was shown and translated as a very strong positive relationship. In this topic of employee welfare practices were observed to have a closer relationship with the dependent variable than the other variables in the study.

➤ *Summary of Findings*

From the findings, according to the gender, it was shown that males are more than females, it means that the recruitment policy of private Organizations is more favorable to males than females.

According to the age data distribution of the participants, it can be seen that there are more young people than old ones.

Here, the levels of education of the respondents and seen that those degree and those with masters tied at first position, it was found that most of employee had below 10 years of experience

From the findings, it is observed that there was a strong positive relationship between Employee Welfare practice and Organizational Performance.

V. DISCUSSION AND CONCLUSIONS

Within this study, it was found that the practice of Employee Welfare within the Private organizations in Somalia was not very popular. This is because their application was found to be low. All the elements of Employee Welfare as encompassed by this report were seemingly not well practiced as they ought to have been by organizations of their quality.

Concerning the employee medical cover/insurance, it was clear from the findings is was not common practice and that the application of Medical Cover in the private organizations was low.

The study concluded that staff who are provided with health insurance tend to improve their performance once the uncertainty associated with medical emergencies is taken care of.

This increases the motivation of employees and enhance their loyalty to the organization, improving production and performance, which enhances the productivity of the organization.

Due to the high cost of hospital, surgery, and maternity care, it has become necessary to reduce these costs for workers through health insurance. Employees with health insurance are more likely to be satisfied with their jobs and employers, which ultimately translates into effective performance.

From these revelations it found as if the private organization have a very weak Human resources department since these are inherent functions of that department, the private organizations in Somalia not manage their employee medical cover well or as would be expected of them.

Within this study, it was found that the practice of Employee Allowances it was low and found that the application of Employee Allowances in the private organizations was not very strong and it's just seems to be basic implementation, there is common employee allowances that private organizations provide to their staff including overtime allowance, mobile subscription, transport and accommodation allowances

Concerning employee safety, it was clear from the results that it was not a general practice and but only the basic implementation, the employee safety is existed but it was found that is looks like traditional system and need to be improved.

A safe workplace is essential for both employees and employers. It is the right of all workers to be safe in the work environment, safety work environment is essential regardless of the size of the Organization

The results found that the organizational performance at the private organizations is still need to match the expectations of the stakeholders but in terms of Performance, it was found that the Private organizations were doing well in this regard, the private organizations were trying to improve and sustain their productivity and were improving quality service they offered. The Private organizations found it hard to keep up with responsibilities in their operations.

There is also an increase in productivity and there is a noticeable improvement, companies increase and invest in training and improving the skills and knowledge of their employees.

Following a careful analysis, this was established, different researches studies can prove the validity of these results and it was seen that there was a positive and strong relationship between the Employee Welfare practice and Organizational Performance.

This is analyzed in as significant positive relationship, in view of this research, the researcher had to reject all the null hypothesis that was made in the study in the previous stage. This is because the confirmation provided for the relationship was sufficient to suggest that the relationship between the variables was positive and significant.

There has been significant theoretical and practical work carried out on organizational performance worldwide, for decades now, how the practice of employee welfare affects the performance of the organization has received considerable attention among scholars and professionals working in the area of human resource management.

The management of private organizations cannot succeed unless they understand the fundamental processes around Organizational performance. With this confirmation, it brings to attention the fact that the reason as to why the private organizations in Somalia were improved but still require to understand the employee welfare practice because they had not adopted employee welfare practice policies and strategies

It was clear that the Employee Welfare Practice were wanting and therefore required a proper redress. It is not an option that Organizations should reliable Employee welfare practice but that this should be held as a requirement. On the second objective on performance of the organizations.

It was found that it was low and require to enhance the performance of the organizations. It is unacceptable that organizations which belong to prominent private organizations as the ones in question should still be languishing in poor performance as the case is.

It was found to exist between employee welfare and organizational performance provides hope that the performance can effectively be improved through adoption of the specified employee welfare practice and covered by this study.

➤ *Areas for Further Studies*

The following are the areas suggested by the researcher that may require future research by researchers to provide other aspects that are not well covered in this study.

- Employee Health policies and Organization Performance
- Employee Feedback, quality service and role of the leaders
- Recruitment Policies and Organizational Performance

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