

The Impact of Nepotism in the Hiring process of the public sector in Somalia

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This Report Presented in Partial Fulfillment of the Requirement for the Degree of
Master in Development Studies

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23RD JULY 2023

APPROVAL

This thesis, titled " **The Impact of Nepotism in the Hiring process of the public Sector in Somalia,**" was submitted by Mursal Abdulalhi Salah, Najib Jama Hersi, Abshir Jama Isse, Saleban Mohamud Hassan to the Department of Development Studies at Daffodil International University and has been accepted as satisfactory fulfillment of the requirements for the degree of Master of Development Studies and approved as to its style and contents. The presentation was scheduled for July 25, 2023.

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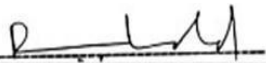
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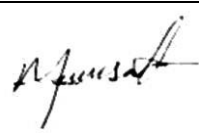



This thesis was completed under the supervision of Md. Fouad Hossain Sarker, Associate Professor and Head of the Department of Development Studies. We also declare that neither this thesis nor any portion of this thesis report has been submitted to another institution for the award of a degree or diploma.

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ACKNOWLEDGEMENT

We would like to begin by expressing our heartfelt appreciation and gratitude to Allah, the Almighty, whose divine grace has enabled us to complete this endeavor successfully. Md. Fouad Hossain Sarker, Associate Professor and Head of the Department of Development Studies at Daffodil International University in Dhaka, Bangladesh, deserves our thanks and duty.

This thesis was influenced by our advisor's wide knowledge and unwavering attention. His inexhaustible perseverance, intellectual direction, continuous encouragement, constant and energetic supervision, constructive criticism, intelligent advice, and reading and correcting innumerable inferior papers at all levels enabled the completion of this project.

We would like to thank Md. Fouad Hossain Sarker, Chairman Head Department of Development Studies, and the staff of the Department of Development Studies, as well as our Daffodil International University classmates who participated in this discussion while fulfilling course requirements.

Finally, we must gratefully recognize our parents' unfailing support and tolerance.

ABSTRACT

Nepotism is a widespread problem in the public sector hiring process in Somalia, inhibiting effective and efficient services. In light of this, the purpose of this research is to identify the various characteristics that are closely associated to nepotism practices in public sectors, as well as how these aspects affect the efficiency and effectiveness of public sector organizations in Somalia. A quantitative research approach, such as a survey, was used to collect data via a structure questionnaire with sixteen items. According to the study findings, lack of transparency in the recruitment process, influence of personal connections, political interference, weak enforcement of anti-nepotism policies, and insufficient monitoring and accountability mechanisms are the main causes of nepotism in the Somali public sector. This study also highlights the impact of nepotism, such as how it leads to the appointment of unqualified individuals to government positions, impedes the promotion of competent and deserving personnel, lowers the quality of public services, and ultimately destroys public trust in government institutions. The conclusions of this study will help to ensure the efficiency and effectiveness of Somalia's public sector organizations.

Table of Contents

CONTENTS	PAGE
Approval	i
Declaration	ii
Acknowledgements	iii
Abstract	iv
Table of Contents	v-vi
List of Tables	vii
List of Figures	vii
List of Abbreviations	viii
CHAPTER 1 Introduction	1-7
1.1. Background	1
1.2. Examples of nepotism in the workplace	1-4
1.3. Statement of the Problem	4-6
1.4. Objectives of the Study	6
1.5. Research questions	6
1.6. Scope of the Study	6
1.7. Definition of Operational Term	6
1.8. Organization of the Study	6-7
CHAPTER 2: Literature Review	8-17
2.1. Introduction	8-10
2.2. Impact of nepotism in the workplace in Somalia	10-12
2.3. Public Private Partnerships (PPPs)	12-13
2.4. The first model Sharing process of the public sector in Somalia	13-14
2.5. Nepotism and staff promotions	14
2.6. Relationship between nepotism and workplace with public sector	14-15
2.7. Perceptual behavior of nepotism in recruitment process	15-16
2.8. Relationship between nepotism and job effectiveness	17

CHAPTER 3: Methodology	18-22
3.1. Introduction	18
3.2. Research Design	18
3.3. Study Area	18-19
3.4. Data collection methods and techniques	19-20
3.5. Data analysis	20
3.6. Target Population of the Study	21
3.7. Sampling Strategy and size	21-22
3.8. Ethical Issues of the study	22
3.9. Limitations of the Study	22
CHAPTER 4: Data Analysis, Presentation And Finding	23
4.1. Introduction	23
4.2. Demographic profile of the respondents	23-24
4.3 Factors contributing to nepotism in the hiring process	24-29
4.4 Impact of nepotism on efficiency and effectiveness	29-32
CHAPTER 5 : Discussion, And Conclusion, ³³⁻³⁶ Recommendations	
5.1. Introduction	33
5.2. Discussion and conclusion	33-35
5.3. Recommendations	35-36
References	37-38

LIST OF FIGURES

FIGURES	PAGE NO
Chart 1	23
Chart 2	24
Chart 3	24
Chart 4	24
Chart 5	25
Chart 6	25
Chart 7	26
Chart 8	26
Chart 9	27
Chart 10	27
Chart 11	28
Chart12	29
Chart 13	30
Chart 14	30
Chart 15	30
Chart 16	31
Chart 17	31
Chart18:	31

CHAPTER ONE

INTRODUCTION

1.1. Background

when those with familial or social ties are given preferential treatment often in the form of employment or other opportunities this is called nepotism in other words its when someone uses their position of power to benefit their own network rather than their own abilities in many fields including politics business and the arts nepotism has been a source of contention for decades in politics for instance nepotism may refer to the practice of appointing ones own relatives or friends to positions of power regardless of whether or not they are qualified for such roles this may lead to a consolidation of power in the hands of an elite few undermining democratic ideal sand institutions according to a 2006 study by a rash et al nepoti7sm is rampant in both developing and rising countries and organizations.

1.2. Examples of nepotism in the workplace

In many fields, including politics, business, and the arts, nepotism is still widely practiced.

Examples include: • A CEO elevates his son to vice president of marketing despite the fact that he has no experience in that field. Employees are dissatisfied and irritated because the CEO favors a family member for a marketing position when there are plenty of qualified candidates who could do a better job.

employed as a tool for political control and power. It stresses the need for political institutions that are open and responsible, based on merit and public demand rather than personal connections.

There are several ways in which nepotism has undermined Somalis progress and security people from certain clans are often given preferential treatment in hiring and governmental positions in Somalia regardless of their actual merits or abilities personal interests and favoritism contribute to the completion of tasks and the speed with which they are completed but the benefits belong to the categories of others so favoritism within the association is an old matter linked to the nature of human relations based on family relations and friend relations instead favoritism brings a select set of people into close proximity with private organizations keep in mind that many jurisdictions do not see partiality as an indication of corruption or that they violate fundamental democratic principles like free and open competition for employment and equitable access to public services as of 2017 al-qazzaz the level of nepotism in Somalia is clearly at its highest among the religious community but it is also pervasive in the public sector

in Somalia nepotism is rampant in the workplace government healthcare social services non-governmental organizations and the wider public sector after the collapse of Somalis central government in 1991 the country descended into civil conflict severe famine and a pervasive culture of nepotism a knowledgeable and capable staff is essential in both the public and private sectors in order to maximize economic growth and increase profits firms need educated and hardworking workers professional public employees help governments achieve their primary goals of serving their own citizens by working in middle- or upper-level positions in ministries agencies district offices or other government institutions that provide a variety of social services to the general public. Somalis interim constitution mandates a meritocratic open and honest public sector hiring process beginning with the distribution of applications and ending with the extension of an offer of employment existing public sector hiring methods at the state and federal levels are plagued by widespread corruption and nepotism numerous factors have made nepotism inevitable in Somalia with devastating consequences for the effectiveness of the government and the delivery of public services this article focuses on the present state of nepotism in the country and some of the key causes behind it however there are still many possibilities to turn the page and begin a structural transformation that might eventually alter the current system the widespread prevalence of nepotism in Somalia may be attributed to a number of factors including poverty family pressure the clan factor fear for ones safety and political membership as well as the special culture of acquaintances that exists among Somalis living in the Diaspora a large portion of the population relies on public sector jobs as one of their few avenues to the resources they need to meet their basic needs which contributes to the country's pervasive culture of nepotism contestants jostle for a limited number of positions therefore the wealthy provide employment opportunities to their less fortunate relatives as a means of combating poverty corruption in public office may also be influenced by family pressure many government agency dgs for instance have recruited relatives to work for them or swapped jobs with them in exchange for other dgs it is common for members of the same family to dominate government departments similarly many people believe that clan concerns are the primary source of nepotism in the public sector employment market this is because political power is distributed according to a system known as the 45 formula in which certain ministries are controlled by the staff of specific clans corruption and favoritism have plagued many international organizations leading to the failure of vital projects like the world banks Somali capacity injection project the project development objective is to increase the staffing and institutional capability of selected line ministries and central agencies to conduct essential government responsibilities in Somalia said the world bank one of the funniest examples is

when a candidate with a nursing degree was employed as an economic analyst in many federal member states due to the fact that certain senior authorities do not regard applicants credentials we have so many advisors who don't give any advice verbal or written but instead take big bucks and several allowances because of the countless lame excuses raised by some politicians who intend to enlist relatives or acquaintances for higher positions or consultant experts but sarcastically offer the job opportunity to some one who lacks the required qualifications safety is an actual risk in Somalia but before writing someone off entirely it might be worth checking their references being affiliated with a political party is also crucial for a career in public service jobs and promises of advancement are often exchanged for political support. However, the Somali Diaspora, especially in the West, is well-established to the point that they only recruit from their network pool, reducing job opportunities for Somalis in the area, especially in the consulting industry. A potential employee, for in stance, has to fulfill age, language, and sometimes EU passport or experience requirements before they may be hired.

The federal constitution and other national laws require the Ministry of Labor and Social Affairs and the National Civil Service Commission to create merit-based recruitment policies and inject the state with competent civil servants who can carry out their duties well and improve current public service delivery (Jawhar news, 2021).

Abdirashid Ali Sharmarke, the Minister of Petroleum of Somalia, is quoted in a document that was made public. In May of 2020, Mohamed Ahmed is accused of nepotism when he employs his daughter as a high-ranking official in the Ministry of Petroleum. Despite Mr. Abdirashid'srepeated claims that he is working to improve Somalia's energy sector so that it is more attractive to foreign investors, he has secretly appointed his daughter SumayaAbdirashid Mohamed as the communications and media officer of his ministry, with full authority over "all duties of the Ministry and those of the Somali Petroleum Authority."

Somali college students say they've been job hunting for months without success because of corruption and favoritism in the hiring process. One of the biggest problems they face is that many companies provide preferential treatment to family and friends when filling open positions.

Unemployment is reportedly especially severe for young women attending graduate school. It's not uncommon for many relatives of a company's upper management to have positions there .According to a recent survey, most milliners believe that the hiring process lacks transparency

and fairness. Many young people report feeling forced to leave their native countries because of a lack of opportunities there.

1.3. Statement of the Problem

The destructive effects of nepotism are felt everywhere and threaten the survival of the human race. Somalia has suffered from corruption and nepotism for decades. The Somali administration is plagued by nepotism and other forms of corruption. This refers to providing favoritism to close relatives and friends while making hiring and funding decisions for government agencies. Because of this, less qualified people with connections to government officials are given preference over competent ones, weakening the merit-based system. This adds to the bureaucracies' inefficiency and lack of openness. The Somali government has a serious bribery problem; businesses routinely pay bribes to government officials in order to get contracts, while public authorities frequently demand payments in return for providing services or issuing permits. This is detrimental to national development because it weakens the rule of law and encourages a culture of nepotism. The Somali government is heavily influenced by nepotism, which exacerbates poverty and inequality and threatens the government's capacity to provide basic services like education and healthcare to its citizens. It also contributes to the ongoing instability and insecurity in the nation. Additionally, it damages public confidence in government and democracy. Since the fall of Mohamed Siad Barre's rule in 1991, Somalia has been tormented by one of the world's worst humanitarian crises, including two decades of civil war, massive internal displacements, recurring droughts, and widespread inflation. One of the longest examples of state collapse in recent years, the international crisis group in 2011 reported that the country has been without a functional central government for more than two decades. Despite several externally-driven initiatives to form a unified central government that failed to deliver peace and stability, the northern territories established a separate Somali government as the Republic of Somaliland, while the southern regions were known as South Central Puntland and Somaliland. Terrorism is by far the main problem facing residents in the south, where instability and recurrent unrest are also persistent problems. Government accountability and monitoring mechanisms are completely out of place, making it easy for individuals to participate in unethical behaviors like nepotism and chronic corruption. The democratic process as a whole suffers when nepotism is practiced. The Somali people are being deprived of their democratic right to choose their leaders by the widespread practice of nepotism and favoritism in the country's political system. Moreover, owing to a lack of accountability for public

authorities the Somali people have struggled to hold their leaders responsible for their actions due to a lack of accountability mechanisms Somali citizens cannot assure that their government is serving their interests. tens of thousands of young adults graduate from colleges and universities each year with aspirations of starting successful careers for many the ideal remains elusive since Somalia gained its independence millions of young people have been unable to find work but they aren't picked since they don't have anyone who knows them despite its' cliché status nepotism remains a serious problem in the united states the wrong people are In-charge of important institutions because of nepotism and the results are seen everywhere our national security criminal justice system and defense for example are all overseen by thousands of untrained people every day millions of cases fail in court because incompetent police botched the investigation in the end thousands more other families were denied justice in our hospitals quacks are doing operations and many people have died as a consequence of misdiagnosis though there is a larger supply of competent workers in Somalia many public and commercial organizations are still struggling with issues of governance and performance employees have a hard time being promoted if they have to compete with those who know someone in a higher position via family or friends position within the business abdala maghrabi al-dabbagh 1994 dashing the expectations of a great number of otherwise talented individuals human resource management strategies are useless in firms where favoritism is rampant there is no question that this east African country has a number of difficulties Somalia is recovering from a lengthy civil conflict and rebuilding its nascent political framework but fighting persists in certain regions poor infrastructure and unstable social systems particularly those connected to education healthcare and the economy have persisted for a long time due to the absence or ineffectiveness of government today about 70 of Somalis have incomes that put them in poverty Somalia's youngsters have had it particularly rough at this time the under-25 demographic accounts for almost 60 of the population and it faces persistent challenges in achieving economic security the young unemployment rate in Somalia is among the highest in the world at 60. Lack of educational and occupational prospects might lead young people to resort to unhealthy coping techniques including illegal migration, engagement in organized crime, and even joining violent extremist groups. Political and administrative nepotism are two of the most pervasive forms of corruption in Somalia, both of which contribute to the country's instability since they fuel continual warfare.

1.4. Objectives of the Study

- I. To identify the factors that contribute to the prevalence of nepotism in the public sector.
- II. To assess the impact of nepotism on the efficiency and effectiveness of public sector organizations in Somalia.

1.5. Research questions

- What are the factors that contribute to nepotism in hiring process of the public sector in Somalia ?
- What is the impact of nepotism in the hiring process of the public sector in Somalia?

1.6. Scope of the Study

The southern regions of Somalia, which are disproportionately affected by nepotism, are the primary focus of the research's geopolitical theme. Since there is no powerful government or organization to prevent or punish political nepotism, it is especially common in these regions. The impact of Somali nepotism on government institutions is another area of study. Data will also be collected from a wide range of contexts, including but not limited to governmental and non-governmental organizations, academic publications, local and international groups, and policy papers addressing the issue of nepotism.

1.7. Definition of Operational Term

Political: When close relatives or friends are given preferential treatment over more qualified candidates for political office or other influential positions, this is called nepotism.

Organizational: When people inside an organization favor one another based on familial or social ties rather than professional qualifications, this is known as nepotism.

Academia: Nepotism is the practice of giving family members or close personal connections preferential treatment in academic jobs, promotions, or other professional opportunities.

1.8. Organization of the Study

The first chapter introduces the study's context, problems, goals, research objectives, questions, scope of inquiry, operational terminology definitions, and structure throughout the subsequent four chapters. The second part is a literature review that focuses on the effects of nepotism in Somalia's government and includes relevant statistics and research. The third chapter detailed the research methodology used, including data gathering, sampling, and sample size calculations. The fourth chapter also

includes data visualization, analysis, and debate. The study's suggestions and conclusions are provided in chapter five.

CHAPTER TWO LITERATURE REVIEW

2.1. Introduction

This chapter begins with a discussion of the literature on the theoretical foundations of the study with a particular emphasis on nepotism in Somalia and the perceptual behaviors of Somalis employers employees and trainees in the areas of hiring promotion reward training and workplace the second part of this paper will analyze the research linking nepotism with poor performance on the job while the third and fourth parts will outline the theoretical framework and the hypothesis being tested since this is a comprehensive literature review it is essential to have different points of view on the topics covered at begin we want to present a few of the main ideas explored in this research the literature review for this study relied heavily on peer-reviewed scholarly articles proceedings from past conferences and other secondary sources emerald insight and the web of science were the most sought after research paper searching tools the search terms nepotism favoritism and talent acquisition among others have been used in a variety of database searches to locate scholarly articles on the topic as a result a wealth of published material was unearthed to narrow the search results down to the most relevant literature i used filters based on the kind of publication some works have been utilized as

literary sources because their references were required to support certain definitions it was important to have statistics on nepotism and hiring practices from the past thus years were not bracketed in addition the criteria for inclusion and exclusion mandated the use of theme- and title-specific search terms in addition periodicals in the fields of social science and more narrowly human resource management were chosen to facilitate the discovery of relevant information the concepts of nepotism and talent acquisition are comprehensively examined in the study's research question the titles and abstracts of relevant articles were skimmed to determine their inclusion this comprehensive literature evaluation relies heavily on the international journal of human resources management to get access to more reliable sources the researcher read every issue of this publication from its inception to the current day are cornerstone writers for this investigation fairness and equity in all human resource practices are considered to be the most preferred principles and their application is not as simple as it sounds it requires some extra effort to maintain a very level playing field thorough review of the existing body of research reveals that nepotism is a major barrier to a fair and transparent recruitment process making it difficult for hiring managers to find the most qualified and competent candidates numerous perspectives on nepotism have been presented it was formerly assumed that nepotism was bad luck because it undermined the integrity of the recruiting process which is crucial to the success of any organization.

The term "nepotism" has always been associated with negative connotations; nevertheless, recent research has shown that it may have positive consequences in family-owned enterprises. The systematic research of nepotism and gifted attraction at hand is the synthesis of the topics that are to data accessible in currents literature; such activity requires a thorough and transparent strategy where only most important. Journal of Family and Political Participation; The Employer Brand; The Journal of Brand Management; 1996; October 30. 4. In a systematic literature review, researchers seek "to discover, evaluate, and synthesize all the empirical data that meets pre-specified eligibility criteria to address a given research question" (Cochrane, 2013). One of the best places to start looking for relevant literature is the International Journal of Human Resource Management; after that, Web of Science and Emerald Insight, two of the most important databases, were searched using the keywords indicated. The inclusion criteria sought to identify high-quality conference papers and article articles; however, more relevant conference papers and proceedings could not be located. As a result, we could only consider scholarly articles that had already been published. All relevant article titles, abstracts, and keywords are downloaded to End note using the internet access to Endnotes provided by the

Web of Science database. Many publications that were accessible in Endnote many times have been removed after their authors used the "Find Duplicates" feature in Web of Science. There are disregarded, and they are relevant to the primary area of inquiry. Papers from other disciplines, such as environmental studies, history of the social sciences, hospitality, leisure, sport, tourism, ethics, politics, psychology, applied psychology, business, finance, and communication, were disregarded by the Web of Science database. The Web of Science results were further filtered using business and management categories due to the research's primary emphasis being on these disciplines, particularly in the context of human resource management. Although the results in Emerald Insight were restricted by HRM, those in IJHRM were focused on that field exclusively.

Studies. The Web of Science results were further filtered using business and management categories due to the research's primary emphasis being on these disciplines, particularly in the context of human resource management. While the results in Emerald Insight were filtered by HRM, the results in IJHRM were limited to HRM research articles. Here we provide a comprehensive systematic review of the literature pertaining to the study's constructs. Nepotism, Fourth Edition, Compilation Although many earlier studies have addressed the issues of nepotism and talent acquisition, new insights into these concepts are revealed via a review of relevant literature. Human resource practices by Arasli, Bavik, & Ekiz (2006); nepotism in family enterprises by Barmash, Reushling, & Dailey (1986, 1980); the impact of nepotism on the economy by Gjinovci (2016); Other studies include Abdalla et al.'s (1998) assessment of human resource managers' attitudes toward nepotism; Derya, Filiz, and Glsm (2017)'s conceptual study of nepotism's effects in family businesses; and Cappelli (2008)'s research on talent acquisition and management in the twenty-first century. Furthermore, two forms of nepotism are contrasted against intergenerational nepotism in the workplace (Jaskiewicz, Balkin, Uhlenbruck, & Reay, 2013). According to research by Padgett and Morris (2005), nepotism may have both positive and bad effects on an organization. In addition, according to Weber (1958), as cited by Jaskiewicz, et al. (2013), nepotism is a kind of prejudice against strangers and has certain negative impacts on organizations and social order.

Competence, technical ability, talents, and aptitude are seen less important than favorable relationships like genetic kinship, according to Dyiisleroglu. mutual support, affection, orlove(2006).

2.2. Impact of nepotism in the workplace in Somalia

it is essential to emphasize how little is known about the phenomena of cronyism and nepotism finally its quite evident that favoring certain people at work is a hallmark of both cronyism and nepotism the English term nepotism comes from the Latin word Nepos which may be translated as grandson or nephew thus giving someone from a close family priority inside an institution is a kind of nepotism however the word cronyism was coined in the vocabulary of 17th-century students at Cambridge university this term is used to describe a close buddy who has known each other for many years because human resource management within the context of business management and knowledge management is the major emphasis of this study business and management categories were added to the initial filters used for the web of science findings although results in emerald insight were narrowed using this phrase only papers related to human resource management were identified in the ihram search the findings of the literature search for the constructs of the research are presented in this part of the systematic literature review these days the term refers to favoring friends and acquaintances at ones workplace well also sometimes use the term patronage the practice of giving friends acquaintances and colleagues special treatment in employment career advancement and other matters is known as favoritism or cronyism however cronyism and nepotism a rent the only problems in the workplace more over they reimburse the employee for their time spent on professional development and give them preference on pay day abdalla et al 1998 Pelletier and bligh 2008 keles et al 2011 jones and stout 2015 the words entitlement nepotism and reciprocal nepotism are often used in the literature to describe the phenomenon of nepotism in family businesses jaskiewicz et al 2013 however nepotism is often seen negatively in any organization as a result I wonder where is it when someone in power within an organization uses their position to favorably consider relatives and friends for jobs or promotions regardless of their qualifications this practice is known as nepotism its important to note that recommendations which are just honest ideas based on a persons skills and other employee-related traits are quite different from workplace nepotism incases of nepotism the preferred individual lacks the necessary qualifications for the job yet is given preference over other more qualified candidates this holds true regardless of who gives the advice whether it is a close friend or family member on the other hand although references may increase a candidates visibility they do nothing more than get them an interview management theory defines nepotism as a kind of favoritism in the workplace in which superiors prefer family and friends over more qualified applicants nepotism takes its most basic form when a company favors those who are personally connected to the owner or to its staff the term favoritism or nepotism is used to describe a specific pattern of

behavior in which close friends or relatives of an employer or owner are given preferential treatment in hiring advancement or other employment-related matters jac13 it also discusses instances in which upper-level managers show bias and poor judgment toward certain. There are several examples of nepotism, such as when jobs or privileges are given to friends and relatives without regard to their credentials, as stated by mith(2013). It's no secret that nepotism has a bad effect on Somalia's organizations and workplaces, reducing creativity and quality in management and weakening the support of workers who aren't favored. Many international firms in Somalia have "anti-nepotism" laws in place, which make it illegal for close relatives or friends to work together in the same company or division. On the other side, nepotism and favoritism are seen more positively in family-owned businesses in Somalia. To ensure that the firm continues to function smoothly and consistently even if the current generation retires, members of the family and close circle of friends under go training in a range of management disciplines.

2.3. Public Private Partnerships (PPPs)

This section provides extensive background on PPP, including its origins, core concepts, and contemporary global and regional applications, with a focus on Malaysia. Definition 2.2.1 The PPP term has application in a number of fields. Hodge and Grave (2007) define PPP as "the institutional framework for public-private cooperation." Some argue that PPP is an innovative system for managing large-scale projects like highways, while others argue that it represents a new paradigm for private sector engagement in classic public projects (Savas, 2000). (Linder,1999). Many scholars and professionals have offered their own definitions of PPP, and these definitions vary somewhat from one another (Abadie&Howcroft, 2004). Cuttaree &Mandri Perrott, 2011. Since the 1990s, PPP has been widely used, albeit there is no universally agreed-upon concept or model (Bernardino et al., 2010). The term "publicprivate partnership" (PPP) was coined by Hodge and Grove (2007) to describe a structure in which the government and the private sector work together to share risks, expenditures, and resources in order to deliver products and services for the general public. Declercq (1999) defined PPP as an agreement between public and private sector participants for one or more stages of a project over a certain length of time. The responsibilities of each partner in a business partnership are laid out in a contract, and the parties to the contract are protected against financial loss if the terms of the contract are not met by any party. PPP may act as a platform for the private sector, as stated by Skietry et al. (2008). Talents and management abilities are used when directing public megaprojects.

PPP provides a procurement approach that focuses on the effective delivery of "value for money"(VfM) for public infrastructure projects by including elements of competitive bidding as well as flexible talks and risk transfer amongst stakeholders (Akintoye et al., 2003).

PPP procurement is a realistic and effective method of delivering public infrastructure or services at lower costs. Despite the differences in wording, there are several universal qualities shared by all PPP definitions. There is always the option of public-private partnerships in the event that contractual obligations are not met.

Collaboration, including reimbursement for any losses incurred by any party. PPP may provide a forum for private sector involvement in public policy, as stated by Skietrys et al. in 2008. Abilities and talents in management are needed to oversee public megaprojects.

By combining features of competitive bidding with adaptable discussions and risk distribution amongst stakeholders, PPP is a procurement strategy that focuses on the efficient delivery of "value for money"(VfM) for public infrastructure projects (Akintoye et al., 2003). The PPP procurement process is an effective and economical way to provide public infrastructure or services. All PPP definitions have crucial properties, such as the fact that A is always present, despite differences in interpretation. Penalties for breaching the contract should be spelled out in detail, and should include financial recompense for either party. The PPP model, as described by Cumming (2007), enables the public sector and the private sector to work together, contribute ,and complement one another's talents, with varying degrees of engagement and responsibilities, to produce a project that more effectively provides public goods and services. Because of this, the government may put its efforts into improving other, more vital parts of the economy's underlying infrastructure and development.

2.4. The first model Sharing process of the public sector in Somalia

The first instance is the accession of Somalia to the public sector. According to Laker and Jeans of the UNDP in Somalia (2015), favoritism in the workplace might increase one's chances of being hired or of earning more money than others in similar situations. In small, family-run businesses, family ties may be a deciding factor in who gets hired and who doesn't. One advantage of nepotism is the stability and predictability it brings to organizations. There is universal distaste for higher positions filled via nepotism, and studies show that non-related

personnel are less devoted and have worse morale. A Forbes article argues that "there is no ladder to climb" when the top is reserved for those with a certain surname. Because of the negative effects it has on productivity and morale, several companies have banned nepotism as an ethical problem (Arash et al., 2008). Ozler et al. (2007) found that nepotism goes back at least 3,000 years in China, and that it is especially common among the country's extended family and clan societies. The need of balancing filial piety with merit is something that Confucius emphasized. Even though the feudal system centered on clans began to break down during Confucius' lifetime, nepotism has survived until the present day. Vice Chairman of the National People's Congress and uncle of Zhang Hui, Li Jianguo, was believed to have aided Zhang Hui in his rise to power. Hui, at the age of 32, was chosen the youngest member and secretary of the municipal standing committee of Jining.

2.5. Nepotism and staff promotions

The promotion evaluation processes of a firm and the US Navy were studied by Longenecker et al. and Bjerke et al. respectively in 1987. Both investigations claim that political considerations rather than performance were used to determine who was promoted since conflicts usually arise when an incompetent family member or tribesman is raised. Naturism illustrates that by implementing governmental anti-nepotistic rules this form of conflict may be prevented. It was found that Abdalla et al. (1998) studies show that nepotism has a detrimental effect on corporate image, commercial public relations, and the careers of executives who already have or want to have family members in management positions. Members of the same tribe or family due to familial or kinship ties; competent employees are promoted inside the company when relatives without high competence are promoted to top positions in the company rather than on the basis of their credentials, experience, or training. This has been proven to have a detrimental influence on the organization's performance (Perez-Gonzalez, 2006).

2.5. Impact of nepotism in public sector

Studies by Breuer (2010) show that the workplace has evolved over time to reflect the variety of people from different backgrounds and points of view. Sadly, workplace nepotism still prevails and has a significant impact on a variety of business processes, including hiring, promotions, and pay increases, among others. It presents a significant risk to both individual career advancement and business growth. In a market where employment is scarce, it can be

demoralizing to witness someone else get a promotion or a job you deserve just because they knew someone in management. Most businesses and government agencies take part in this activity.

2.6. Relationship between nepotism and workplace with public sector

We cannot assume that nepotism creates high performance or that top achievers are always relatives or friends of the senior staff due to the lack of clarity around the relationship between nepotism and job performance, despite the abundance of studies on the topic. Baodi (2000) found that there is no positive correlation between employee loyalty and nepotism. If there is a higher negative link between accusations of nepotism and employee performance than there is a positive link, it is anticipated that relative or personal bias will have a detrimental influence on employee performance.

Employee commitment decreases as the prevalence of nepotism rises. Research by Ozler (2007) found no correlation between being a manager's buddy, family member, or otherwise known and the worker's performance.

2.7. Perceptual behavior of nepotism in recruitment process

The common belief is that employers choose candidates based on their abilities and credentials shown during formal job interviews. Managers may get around these policies by, for example, giving themselves preferential appointment procedures. According to research (Cheng, Haggard, and Kang, 1998). However, legislation that restricts employers' discretion when hiring might open the door to bias and prejudice. There are pros and cons to using family connections to further one's career. To avoid putting their friends through difficult interviews where they may not receive another opportunity in the future, proponents of management science argue that managers will rather hand-place them. They argue that this makes it more difficult to hire the most competent people. As president of the United States, he reappointed his wife to head a Task Committee on National Health Care Reform. Jared Kushner was nominated senior advisor to the president by then-candidate and soon-to-be President Donald Trump in 2017. Putin announced on March 29, 2017, that his eldest daughter Ivanka will be joining the White House staff. The constitutionality and morality of a federal anti-nepotism law from 1967 have been called into doubt in light of the Clinton and Trump nominations for president. The appointment of Charles Sirleaf as temporary governor of the Liberian Central

Bank was met with controversy, as reported by Egweni (2012) in Africa. Ellen Johnson Sirleaf's son-in-law and successor, Charles, is the president's daughter.

John Mills Jones, who resigned as governor earlier, had been the top bank's deputy governor before he left that position. Many Liberians, however, believe that Ellen Johnson exclusively selects members of her family to key roles in order to ensure her own continued rule, and they believe that her latest nomination lends credence to that theory. In 2012, she was accused of favoritism by opponents inside her own party. There were rumors that 17 of her relatives had government jobs in her family. One of them, Herotherson, led Liberia's National Security Agency, while another led the country's oil firm as its chairman. Isabel Santos, the daughter of Angolan president Jose Eduardo Santos, allegedly runs a state-owned mining company and a worldwide diamond business. Her half-brother Jose Filomeno dos Santos is the head of the Angolan Sovereign Trust Fund Corporation, Fundo Soberano de Angola. According to Adam (2004), the HRM function is responsible for making sure that workers perceive the company's rules are fair and equal. A Washington Post investigation found that the Metropolitan Washington Airport Authority (MWAA) in Maryland, the District of Columbia, and Northern Virginia participated in many instances of nepotism around the end of 2012.

2.8. Relationship between nepotism and job effectiveness

Since the connection between nepotism and work performance has not been clearly shown and is ambiguous from the various studies undertaken, we cannot assume that it leads to good performance or that top achievers are generally relatives or friends of the senior staff. According to research conducted by Baodi (2000), the only correlation between nepotism and employee loyalty is a negative one. If there is a higher negative link between accusations of nepotism and employee performance than there is a positive link, it is anticipated that relative or personal bias will have a detrimental influence on employee performance. Employee commitment decreases as the prevalence of nepotism rises.

Nepotism Relative

Friendship
Favorite
Spouse
Tribe/race
Kinship
Political
Connections

Job Performance Task

performance
Team work
Skills fit
Creativity
Dexterity Ability
Capacity

Relative nepotism should be clear to see. One of the most damaging types of nepotism is relative nepotism. Nepotism among friends is one that is quite clear. While some employees get along well with the boss, some don't. Because it so obviously treats the boss' less-thanideal buddies unjustly, this kind of nepotism is a tremendous morale killer.

connection nepotism though not usually at the same time occurs when an employer overlooks a bad work fit and poor employee performance because of a common experience such as attending the same high school friends that hang out at the same bar could have something in common if they have the same background such as a shared hometown high school fraternity sorority favorite sports team or military experience participant an example of nepotism would be a salesman who three years ago closed a significant account greatly increasing the company's performance and the salespersons compensation there are three outcomes one a salesman relies only on a large lifetime commission for financial support two management does not penalize the salesperson for past efforts gratitude or feelings of responsibility third the peter principle develops when management promotes the salesman as an incentive.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

Data gathering and analysis strategies are discussed in this chapter. The study methodology, data sources, gathering instruments, processing, analysis, and difficulties encountered are all detailed. It details the research's methodology, its intended participants, its sample size, its sampling strategy, the data it collects, and the instrument it uses. Also, the ethics of the study and its constraints, as well as the methodologies and procedures used for data analysis, its validity, and its dependability.

3.2. Research Design

The study used a qualitative research strategy, which involves gathering data, to determine whether and to what degree there are effects between two or more qualitative factors. The implications of family connections in Somalia's public sector employment procedure were analyzed.

3.3. Study Area

The research focuses on Somalia, a country in the Horn of Africa. Kenya is bordered by the Indian Ocean to the east, Djibouti to the northwest, Ethiopia to the west, the Gulf of Aden to the north, and Kenya's neighbor Kenya to the southwest. Somalia has the longest coastline on the African continent. The capital and largest city of Somalia is Mogadishu, commonly known as Xamar or Hamar. The research was conducted here, in this city located in the southern section of the country. The city is home to around 4,249,083 people and has traditionally served as a hub for commerce across the Indian Ocean.

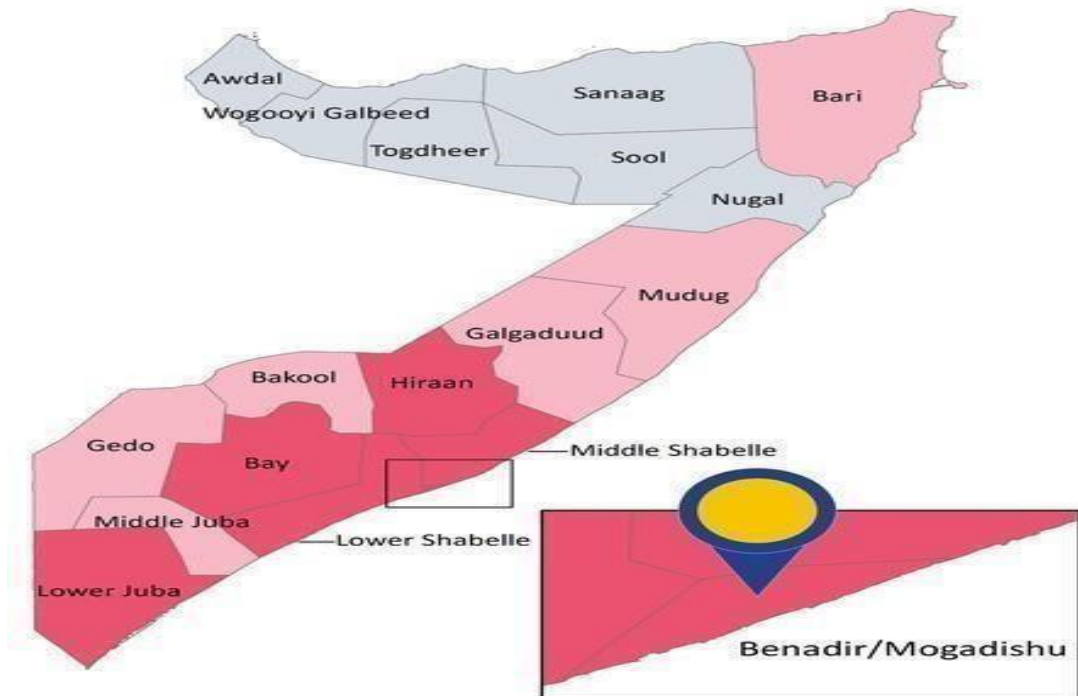


Figure 1: shows the map of Somalia and the region under the study

3.4. Data collection methods and techniques

Researchers crafted questions to elicit relevant and thorough responses from participants in the Banaadir area, the focal point of this investigation. Primary and secondary data were used to compile this study's findings. The primary data was gathered via a survey, interviews, and focus groups with the target respondents and key informants who are familiar with the impacts of nepotism in the public sector employment process in the research locations. Recruiting methods in the public sector were studied at many different locations, and it was clear that nepotism was a major factor. The secondary data on the consequences of nepotism in public sector employment in Somalia and its neighbors Ethiopia, Kenya, and Djibouti was collected from books, papers, and journals.

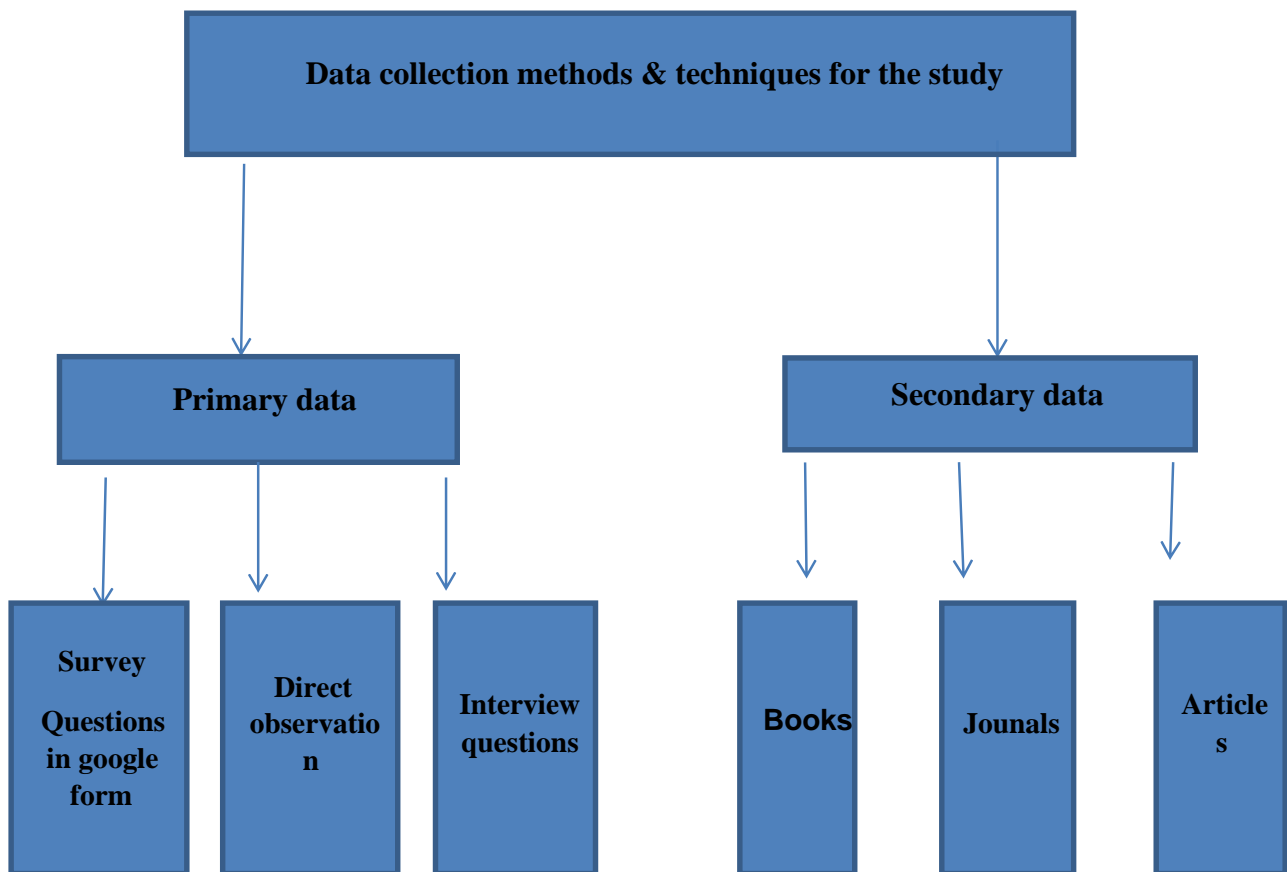


Figure 2: Data collection methods and techniques.

3.5. Data analysis

After dividing into subgroups, members of the research team made sure all of the questionnaires they had sent had been received and double-checked the accuracy of any notes they had taken. The next step was to begin analyzing the data and examining the answers provided by the various participants before sorting them into groups according to the number of responses each question received. All questions were screened one more time before analysis and interpretation to make sure nothing was missed. In order to make the data more easily interpretable and useful for decision-making, we turned the raw percentages into a frequency distribution table for each question in Excel. At last, a chart is added to each question, and the results are briefly explained for clarity.

3.6. Target Population of the Study

The research was chosen to obtain information from the appropriate individuals who possess pertinent knowledge about the topic of study. The topic of the Effects of Nepotism required

individuals who are knowledgeable about the issue and its effects, including civil servants, government employees, NGO workers, university students, and both men and women. The majority of respondents were located in the three study regions and were directly or indirectly involved with or affected by nepotism in these areas. The target groups have in-depth knowledge of the area of study and provide us with the necessary data to conduct our research and achieve the study's objectives.

3.7. Sampling Strategy and size

Out of the total population of 60 a sample size of 52 was selected, using Slovene's formula. The sample is sufficiently high and representative enough to validate the findings, so the findings of this study can be replicated the whole population.

The table below can give you the selected population their respective municipality and city.

$$n = N/1+N (e^2)$$

Where, n= sample; N=target population; α =constant variable: equivalent to 0.05, which is the allowed margin of error. Source: Primary Data

Therefore, given the formula, the sample size of 60 was calculated as follows;

$$\begin{aligned} n &= N/1+N (e^2) \\ &= 60 \end{aligned}$$

Where, n= sample; N=target population; α =constant variable: equivalent to 0.05, which is the allowed margin of error. Source: Primary Data

Therefore, given the formula, the sample size of 60 was calculated as follows;

$$\begin{aligned} n &= N/1+N (e^2) \\ &= 60 \\ &\dots\dots\dots \\ &1+60(0.0025) = 52 \end{aligned}$$

3.8. Ethical Issues of the study

Protecting the rights of participants, increasing research validity, and preserving scientific integrity through informed consent, confidentiality, and voluntary participation are just a few examples of why we developed a set of principles to guide research practices and design that will serve as a code of conduct for our studies. Before beginning data collection, we made sure that our study was conducted in an ethical manner by sending our questions to department chairs for approval. In addition, we clearly explained the goals of the research to each responder of concern to prevent any suspicion and to gather accurate and full information. Everyone who answered the survey was appreciated, regardless of their gender. Good preparation and advanced notice were given to those who might be affected by the visit so as to minimize the likelihood of inconvenience.

3.9. Limitations of the Study

Conducting the study has lot of challenges since the topic of study was not conducted much academic research and finding relevant data was hard to reach and taking more time and efforts. During the data collections some people misunderstood the questions and answers were irrelevant. Some other asked favor to participate the study which hindered the smooth conducting of the study. Limited time to conduct the study compared and minimal relevant literature of the topic.

CHAPTER FOUR

DATA ANALAYSIS, PRESENTATION AND FINDING

4.1. Introduction

In this chapter, we examine the impact that nepotism has on Somalia's public sector hiring practices and provide the information we gathered through interviews with the respondents. The questions posed in these interviews were designed to elicit specific responses from the interviewees. Statistics are applied to the data for analysis, and the results are shown visually in the form of graphs and charts. The information gathered from the respondents is broken down into several parts, beginning with a profile of the respondents and continuing through their perceptions of the causes, consequences, and remedies for nepotism.

4.2. Demographic profile of the respondents

Chart 1 shows the distribution of ages among respondents (male and female)

The chart shows age and sex distribution of respondents where the number of males is 2 (4%) <20years, 19 (38%) between 21-30 years, 2 (4%) ages between 31-40 and female 12 (24%) ages between 21-30years, 8 (16%) ages between 31-40 years, and 7 (14%) between 41-50 years.

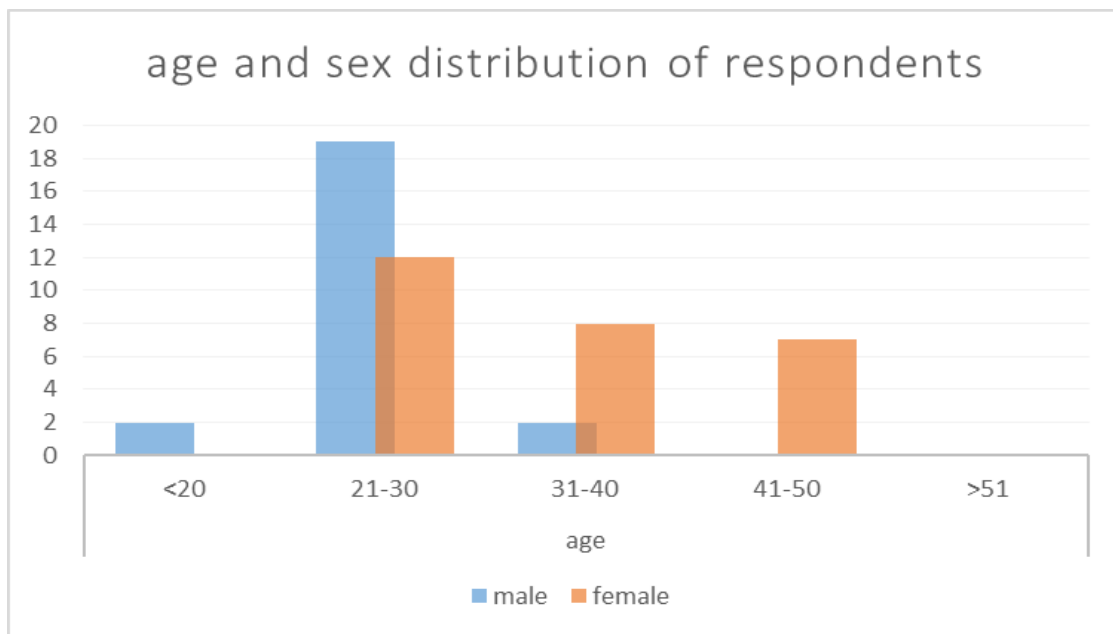


Chart 2 shows the educational level of respondents (male and females)

The shows 12 (24%) males and 9 (18%) females where bachelor level and 13 (26%) males and 16 (32%) females where master level.

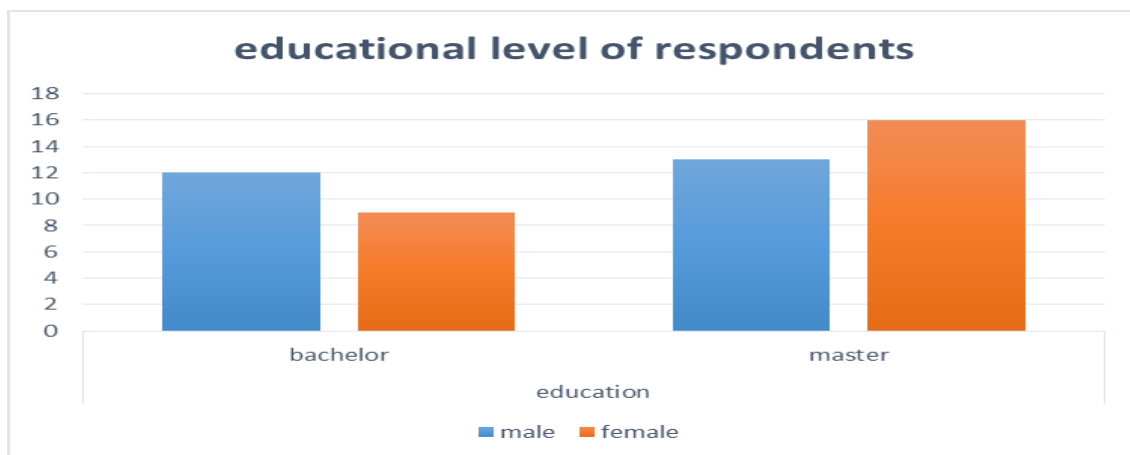


Chart 3 shows the current Employment sources of public sector in Somalia, according to respondents

The shows (33.9%) unemployed (37.5%) Employed in private sector, (14.3%) Employed public sector, (14.3%) Employed in the private sector.

5: Current Employment Status:



4.3 Factors contributing to nepotism in the hiring process

Chart 4 shows why the respondents Nepotism from public sector

Chart shows that 27.3%) Contributing, 9 (23.6%) very much contribute, 25.5%) not all contributing, (9.1%) Highly contributing (14.5%) Slightly contributing.

8: Lack of transparency in the recruitment process

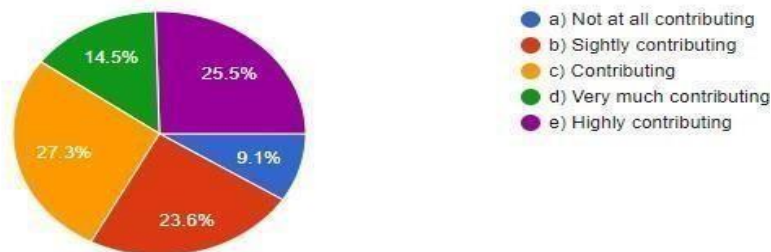


Chart 5 shows that (18.25%) not at all contributing, while (18.2%) slightly contributing, also contributing they answered (20%), while the most very much contributing is (25.5%), the participants also answered highly contributing is (18.2%).

9: Influence of personal connections or networks

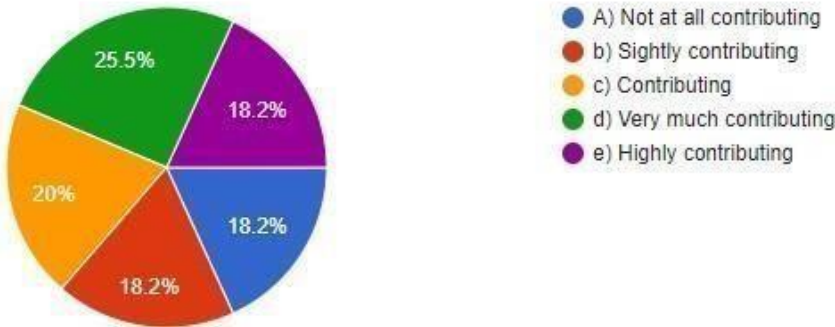


Chart 6 shows the respondents says (14.5 %) are not at all contributing, also (25.5%) is slightly contributing, the contributing also is (25.5%), the highly contributing is (34.5%).

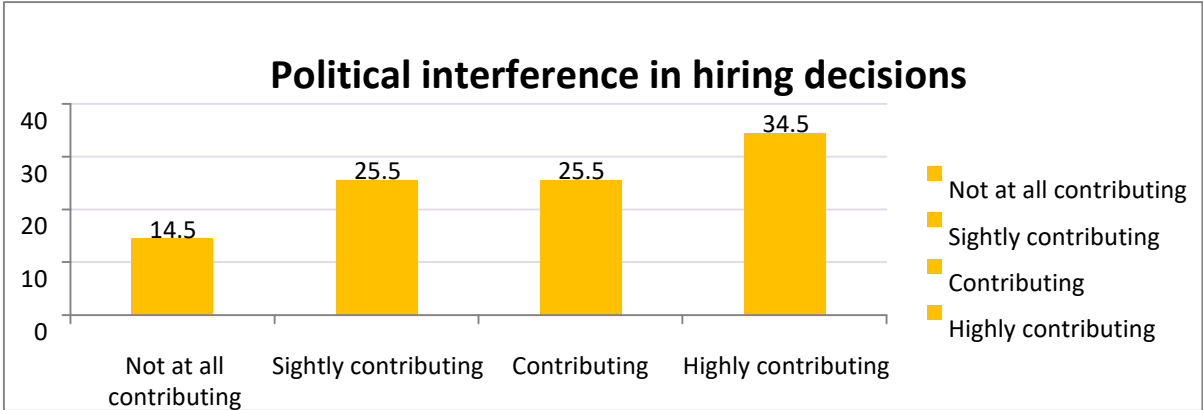


Chart 7 shows the think of respondent that the Nepotism is hiring public sector in Somalia, The most of people responded is not all contributing (26.8%) also people responded slightly contributing (19.6%) some people say contributing (21.4%) and highly contributing is (32.1%).

11: Weak enforcement of anti-nepotism policies and regulations

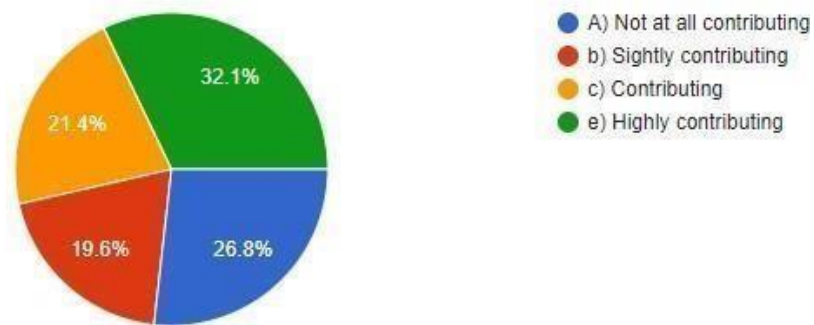


Chart 8 the people we share the questionnaire responded (16.1%) are not at all contributing, while also (17.9%) answered slightly contributing, as well as the other part they selected (32.1%) contributing, and last one they selected (33.9%) highly contributing.

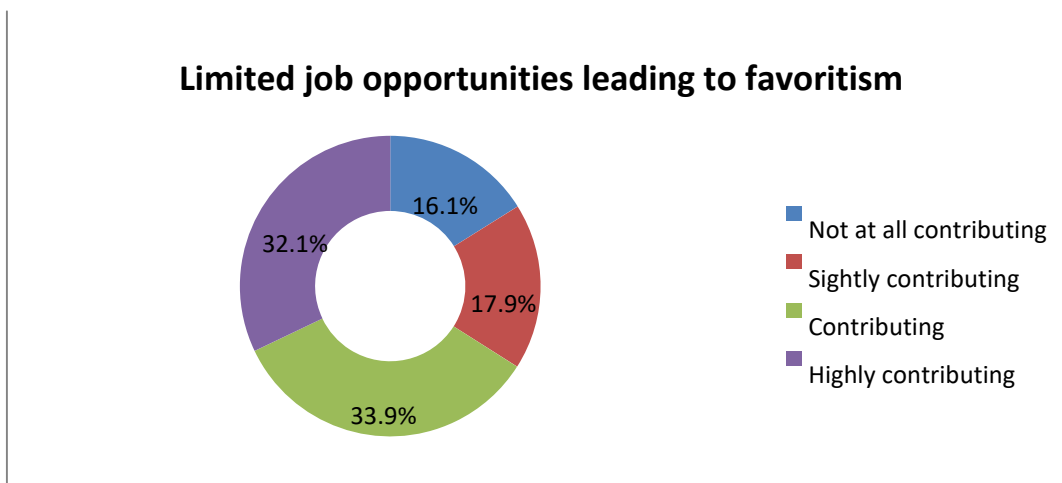


Chart 9, this chart shows inadequate qualifications and skills assessment mechanisms, (16.1%) is not at all contributing, where people also responded (19.5%) slightly contributing, while contributing (25.5%), where highly contributing (38.9%).

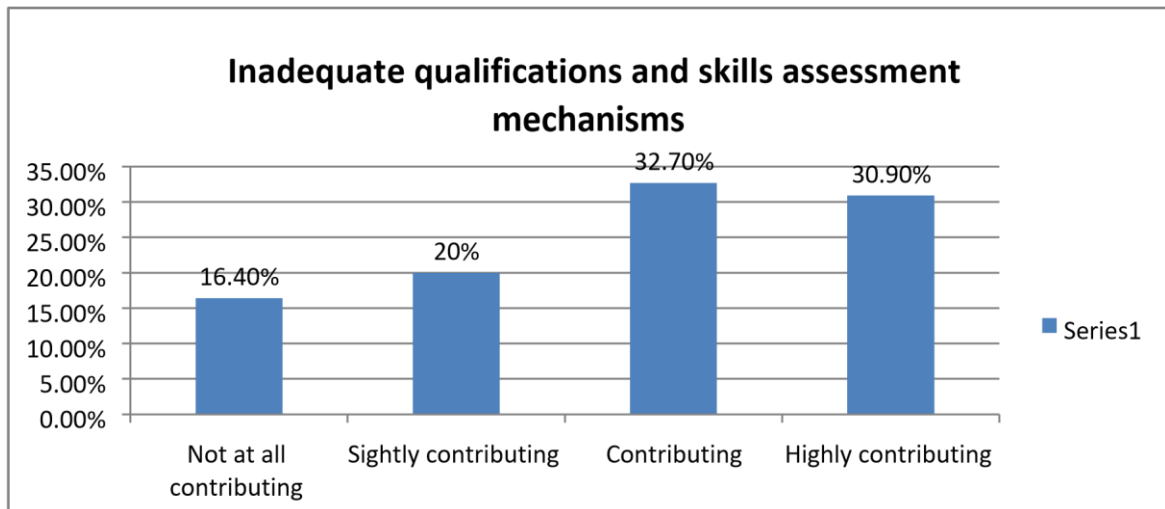


Chart 10, we collected the responses from different people and every person looks different angles, the respondents answered (16.4%) not at all contributing, also (20%) slightly contributing, (32.7%) contributing, the highly contributing (30.9%).

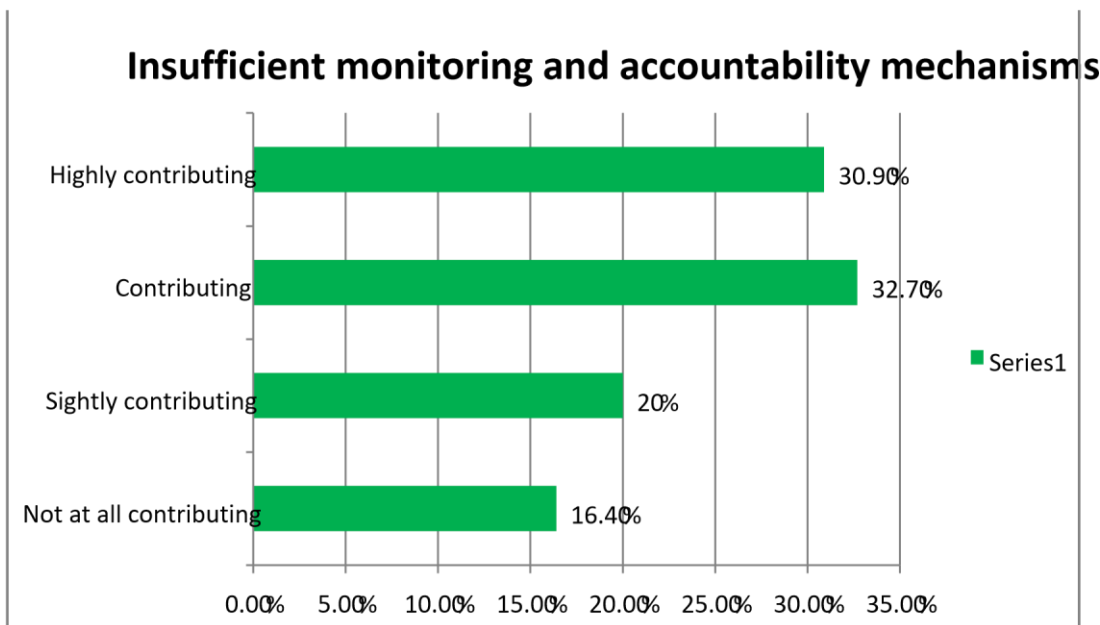


Chart 11: shows you that the responses collected from the various people are almost very close, but everyone used to describe factors contribute to nepotism from different angle, the responses from the people who were asked their opinion of factors that contribute nepotism in the public sector hiring process in Somalia. They expressed

their understanding in various ways including that (31%) of the respondents said that political influence and patronage is factors contribute to nepotism in public sector hiring process in Somalia, whereas (23%) described it as clan and tribal affiliations, other (31%) regarded it as lack of meritocracy and transparency. Finally, (15%) described it as socioeconomic factors.

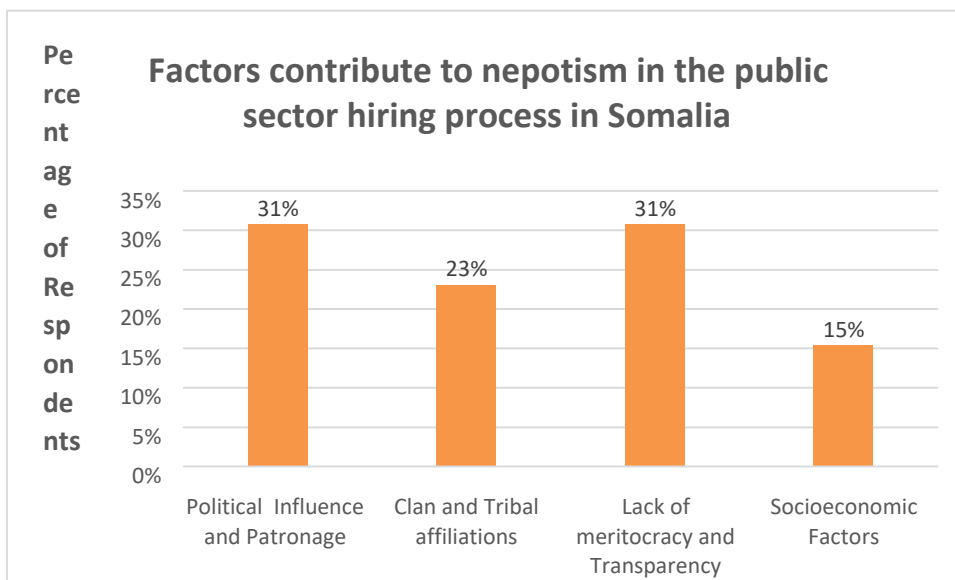
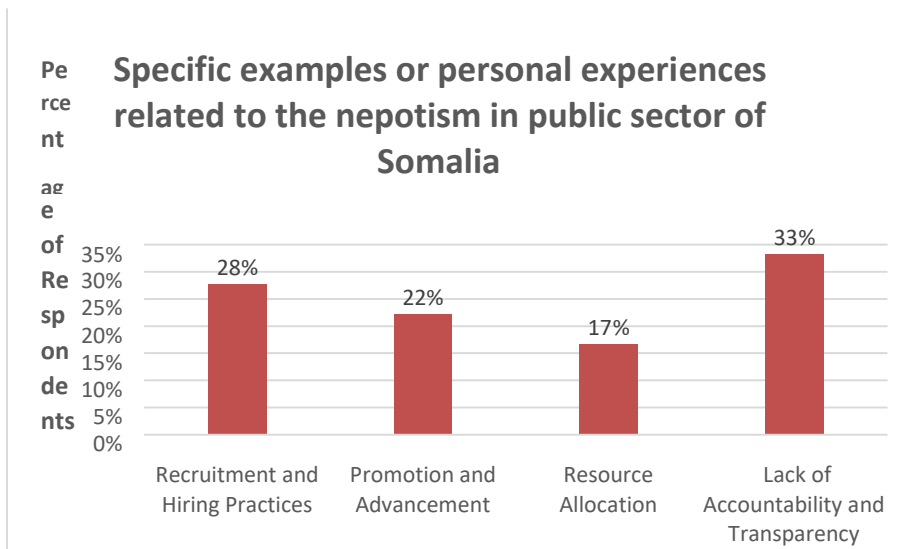


Chart12: shows you that The responses from the people who were asked their Specific examples or personal experience related to the nepotism in the public sector in Somalia. They expressed their examples or personal experiences in various ways including that (28%) of the respondents said that recruitment and hiring practices is specific example or personal experiences related to the nepotism in public sector hiring process in Somalia, whereas (22%) described it a promotion and advancement, other (17%) regarded it as resource allocation. Finally, (33%) described it as lack of accountability and transparency.



4.4 Impact of nepotism on efficiency and effectiveness

Chart 13, this chart shows nepotism leads to the recruitment of underqualified individuals, (7.1%) no impact, while (14.3%) is slightly impact, moderate impact (12.5%), very much impact (46.4%), significant impact is (19.6%).

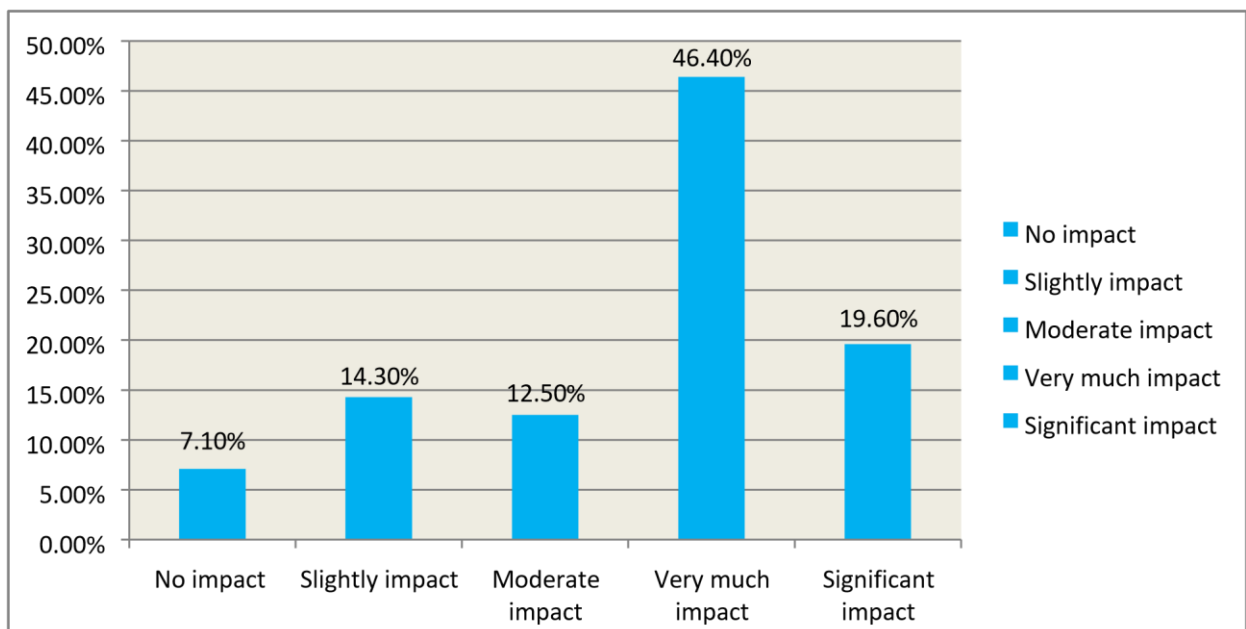


Chart 14, shows the think of respondent that the Nepotism is hinders the promotion of talented and deserving employees (25.5%) also people responded slightly impact (23.6%) some people say no impact (21.8%) anther people who moderate impact (20%) very much impact.

16: Nepotism hinders the promotion of talented and deserving employees.

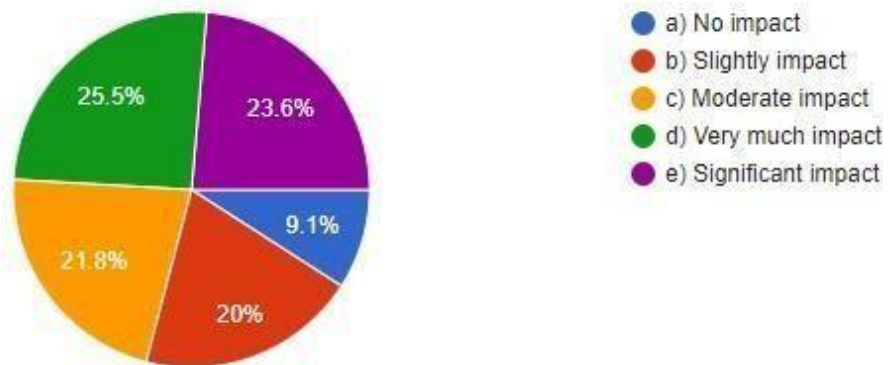


Chart 15, shows the think of question was that the Nepotism compromises the quality of public service, (.52.1%) also people responded slightly impact (28.6%) some people say Moderate impact (19.6%) anther people who no impact (10.7%) respondent Significant impact.

18: Nepotism compromises the quality of public services.

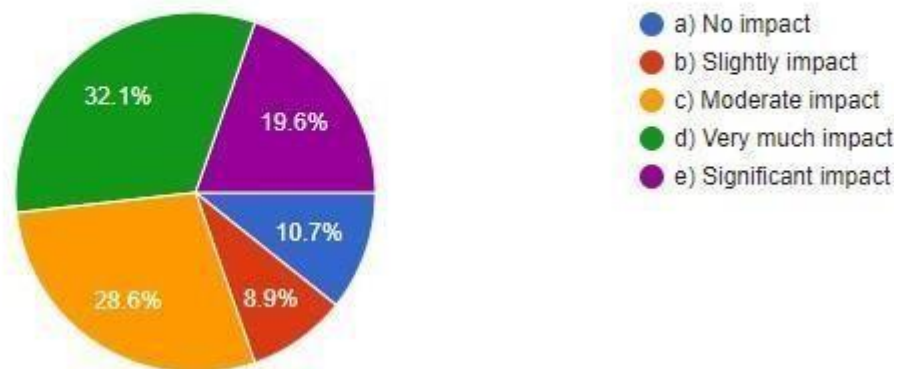


Chart 16: shows the respondents more people answers this question, (30.9.1%) also people responded slightly impact (29.1%) some people say Moderate impact (18.2%) anther people who very much impact (18.2%) respondent significant impact.

19: Nepotism undermines public trust in government institutions.

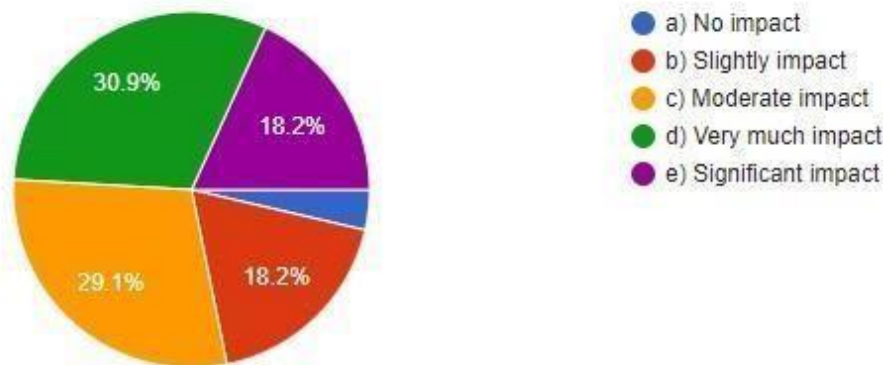


Chart 17, this chart shows nepotism negatively affects morale and motivation of employees, (7.1%) has no impact, (8.9%) slightly impact, while (25%) is moderate impact, (21.4%) is significant impact.

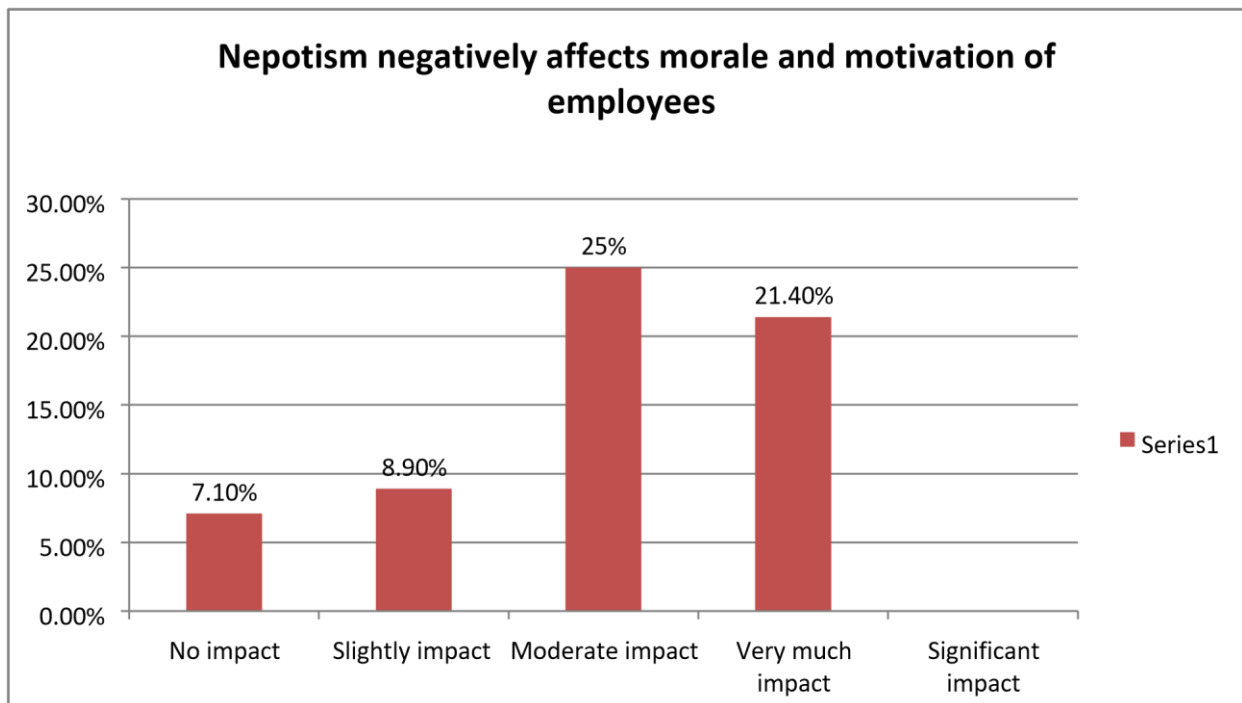


Chart18: this chart shows you that The responses from the people who were asked their opinion of nepotism affects the overall development and progress of Somalia. They expressed their understanding in different various ways including that (10%) of the respondents said that lack of meritocracy and competence is nepotism affects the overall development and progress of Somalia, whereas (30%) described it as political stability and governance, other

(20%) regarded it as social fragmentation, where (25%) of the responses said it's economic consequences.

Finally, (15%) described it as institutional weaknesses.

CHAPTER FIVE

DISCUSSION, AND CONCLUSION, RECOMMENDATIONS

5.1. Introduction

The study's summary, final thoughts, and suggestions are presented here. It's helpful since it sums up the study's findings in a form that's concise and accessible to a wide audience. Because all Somalian government agencies are headquartered in the city of Mogadishu, research examining the influence of nepotism in the recruitment process was undertaken there. Fifty people who are directly or indirectly involved in nepotism in Somalia's public sectors, such as government officials and NGO workers, were recruited for the study.

5.2. Discussion and conclusion

One goal of the research was to find out how people generally feel about public nepotism and how it may affect their daily lives. The study's participants demonstrated an in-depth comprehension of the concept of nepotism, and almost 70% of them felt that the practice was negatively impacting their way of life. They refer to the act of giving preferential treatment to close relatives or friends, most often in terms of job or career progression. It's very contentious, causing frequent discussion and bringing up valid ethical questions. Proponents of nepotism say that it has legitimate uses.

They argue that cooperation is enhanced when people who know one other well, such as relatives or close friends, work together. Others believe that nepotism is good for companies because it encourages loyalty and teamwork among employees. However, there are several problems that opponents of nepotism point out. They begin by claiming that meritocracy, justice, and equal opportunity are all undermined by nepotism. Family and friends are typically given preferential treatment at the expense of more qualified applicants. The workforce may become less effective and less diversified as a consequence. Employees who feel they aren't being treated fairly as a result of nepotism may lose morale and motivation as a result. Because of the distrust, animosity, and lack of collaboration that result from nepotistic practices, the workplace may become poisonous. This might slow down the progress of the company and reduce productivity.

The effects of nepotism extend beyond the immediate family. Societies where nepotism is common are more likely to have entrenched power structures, low levels of social mobility, and persistent inequality. Disillusionment is created, and economic progress is stunted, since fresh talent and new ideas are stifled. Combating nepotism calls for a multipronged strategy. To guarantee that everyone has a fair shot at success, businesses and other organizations should adopt open and merit-based employment policies. The harmful impacts of nepotism may be lessened by the establishment and enforcement of strict anti-cozy rules. Promoting a welcoming and diverse work environment that respects and learns from everyone's unique contributions is crucial. The research also looked at how favoritism plays a role in government hiring. The pros and cons of nepotism are two sides of the same coin. Although it has its uses, its detrimental effects on equality, justice, and the dynamics of organizations cannot be overlooked. The harmful impacts of nepotism may be mitigated by institutions and people fostering openness, competition, and diversity.

Several societal effects of nepotism in the hiring process were cited by responders. It's political and hiring process variability. The selection process in the public sector is impacted by nepotism, according to the report. The meritocratic ideal of rewarding people for their actual achievements is undermined by nepotism. When people's social connections are prioritized above their skills and qualifications, they get an unfair edge in the marketplace. When nepotism leads to the hiring or promotion of less competent personnel, the company suffers. Poor decision-making, lower productivity, and inefficiency are all possible outcomes when dealing with incompetent or unqualified employees since they may lack the essential skills or knowledge needed for their responsibilities. Employees who feel they are being treated

preferentially as a result of nepotism may become resentful and demoralized. Employee morale, motivation, and job satisfaction may all take a hit when competent people are passed over in favor of less worthy applicants.

The widespread dissemination of news about nepotism may be devastating to an organization's credibility and image. Corruption, favoritism, and a lack of openness in decision-making are all possible outcomes. Damage to relationships with shareholders, consumers, and the public at large may result from a loss of trust. Globally, nepotism may contribute to the maintenance of social and economic stratification. When favors are repeatedly doled out to the same people because of their connections in high places, brilliant people from less fortunate backgrounds are denied access to the same development and achievement possibilities as their more privileged peers. To combat nepotism, organizations must adopt hiring and promotion policies that are open, objective, and give due consideration to employees' skills and experience. In order to avoid bias and provide equal opportunity for all employees, businesses should have transparent rules and procedures. The destructive effects of nepotism may be lessened and a more productive and fair setting established by encouraging a culture of diversity, inclusion, and responsibility. Finally, respondents discussed the role that government regulations may play in preventing nepotism throughout the recruitment process. They mentioned various crucial initiatives and contributions they may make, such as the anti-nepotism policy and the promotion of gender equality in the workplace. Given the complexity of the problem, it may be necessary to use a mix of these strategies, each of which should be adapted to the unique circumstances of the institution in question. Although it may take some time for things to change, a more fair workplace may be fostered through dedicated and focused effort.

5.3. Recommendations

Transparency and accountability: Government of Somalia should Establish transparent and accountable processes for hiring, promotions, and other decision-making procedures. Clearly define and publicize the criteria for evaluating candidates, ensuring that they are based on merit and qualifications rather than personal relationships.

Equal opportunity policies: Governments should create and strictly implement anti-discrimination legislation that include all forms of workplace bias, including nepotism. All workers need to be made aware of these standards, and there has to be a system in place for dealing with infractions.

Ethical Standards and Codes of Conduct: Create a set of rules for the public sector that discourages cronyism and encourages honest dealings between employees. Inspire your staff to follow these guidelines, and hold them accountable for any infractions.

By prioritizing ongoing learning, organizations can foster an environment where development and proficiency are prized over personal ties at all levels of government. This is accomplished through investments in training programs and professional development opportunities for public officials. **Independent Oversight:** Create a watchdog group or committee charged with looking into charges of favoritism. This may assist guarantee that judgments are made in a fair and objective manner. preventing government officials from encouraging the hiring of friends or relatives at their place of employment; The paper recommends funding for more investigations of nepotism in the public sector hiring process. When those in authority provide special treatment to their friends and family members instead of rewarding them for their skills and abilities, this is called nepotism. Some topics to investigate in regards to favoritism.

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