

**MOTIVATION AND EMPLOYEE PERFORMANCE IN SELECTED NON
GOVERNMENTAL ORGANISATIONS IN ERIGAVO SOMALIA**

BY

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DECLARATION A

"This thesis report is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".

Mohamoud Jibril ALI 

Name and Signature of Candidate

18/11/014

Date

DECLARATION B

"We confirm that the work reported in this report was carried out by the candidate under our supervision".

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Name and Signature of Supervisor

18/11/2014

Date

Date

DEDICATION

I dedicate this insightful work to my loving family who helped me to achieve one of my biggest objectives.

ACKNOWLEDGEMENT

First, I thank Dr Ssendagi Muhamad, my research supervisor who consistently guided me on the research methodologies which resulted in this meticulous piece of research. I wish to thank all those who participated in this study as respondents. Many had to be distracted from their work as officials or ordinary people going about their daily chores. To my course mates at KIU, I say, the struggle continues and the sky is the limit in our academic pursuits. And to KIU as an institution, I will always be indebted for the opportunity to enhance my knowledge and skills. I end by acknowledging the various authors whose work has enriched my study. They are accordingly cited. To my family members and my colleagues who had to put up with my absences, I say (Congratulations) and thank you my loved ones.

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ABSTRACT

This study carried out an investigation on motivation and employees' performance in Nongovernmental organizations in Erigavo Somalia with specific interest on two Nongovernmental organizations namely Somaliland youth development and voluntary organization, Danish refugee council. The objectives of the study were to determine the level of motivation, to determine the level of employee performance, and to establish the relationship between the level of motivation and employees' performance in the two Nongovernmental Organizations. The study employed a descriptive correlational study design which involved both qualitative and quantitative approaches. With regards to this method, the researcher used a structured questionnaire which was based on simple and understandable questions. Responses from the 104 respondents suggested that the levels of motivation were relatively lower than the standard expected. The researcher found out that though some strides have been made in improvement of the motivation aspects; still there are a couple of challenges which hamper the performance of the employees. As a result the employees' performance has remained to be significantly low. It was also established that there was indeed a causal relationship between motivation and employee performance which stood at 0.833 on the Pearson Correlation scale which was interpreted as positive and strong relationship. The researcher suggested that it has become imperative that there must be significant improvement on the aspects by means of revising the employees pay structure, improving recognition of employees, allowing employees' unions in organizations etc. This according to the researcher would help improve the performance of the employees.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covers the background of the study, statement of the problem, objectives, research questions, scope and study, significance of the study.

1.1 Background of the Study

1.1.1 Historical Perspective

It is widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organizations leads to a higher quality of human resources and optimum performance. Consensus is also growing among managers about the significance of combining good human resource performance approaches on motivation incentives to encourage good performance. Early explanations of motivation focused on instincts. Psychologists writing in the late 19th and early twentieth centuries suggested that human beings were basically programmed to behave in certain ways, depending upon the behavioral cues to which they were exposed. Sigmund Freud, for example, argued that the most powerful determinants of individual behavior were those of which the individual was not consciously aware(Mccoy, 2004).

In the early twentieth century researchers began to examine other possible explanations for differences in individual motivation. Some researchers focused on internal drives as an explanation for motivated behavior. Others studied the effect of learning and how individuals base current behavior on the consequences of past behavior. Still others examined the influence of individuals' cognitive processes, such as the beliefs they have about future events. Over time, these major theoretical streams of research in motivation were classified into two major schools: the content theories of motivation and the process theories of motivation(Steers, Porter & Bigley, 1996).

Now days doing Business all over the world is very challenging. corporate performance and revenue growth are challenge by Internal and external operating environment factors To survive in profitable way in the highly challenging and competitive global market economy, all the factor

of production – machine ,materials & men,— should be managed in a impressive way Among the factors of production the human resource constitutes the biggest challenge because unlike other inputs employee management calls for accomplished handling of thoughts, feelings & emotions to protected highest productivity. High productivity is a long-term benefit of Employee motivation (Kohn et al, 2000).

African organizations are not an exception and the notion of workers motivation and good performance outcomes is not new. As the organizations seek to improve their workers performance severe challenges have been encountered. In Uganda despite the country having organizations with fully fledged human resource departments and staffs that have been coordinating the human resource issues, a lot of human resource problems have emanated that have ultimately manifested in unsatisfactory human resources performance (Daily Monitor, 2014). These performance failures are both on the side of the organizations and workers who should constantly work together (Nabaasa, 2012).

In Nigeria oil companies, line managers delegate most of their tasks and responsibilities to their subordinates and yet they are paid higher salaries. This demotivates the junior employees whose salaries are low. This can be seen during planning periods where plans are to be made by the heads of departments and yet some junior staffs are used. This kind of exploitation has created resentment and the resultant demotivation and poor performance. Others have ignored their supervisory role and have taken to blaming the subordinates for their failures. This is indicated by the way in which workers manage their own affairs without superior intervention. Some have also engaged in late coming and earlier departure from office as indicated by the attendance register, which is monitored by the human resource department (Adeyemo, 2005).

In Puntland State, Somalia, in the year 2011, the Ministry of labor gave a directive to all organizations operating within Puntland to ensure proper treatment of employees both in terms of financial consideration and quality of work life. On October the same year, organizations in the region formed an employer-employee's union which sought to be protective of both the employees' and the employers' interests (Duale, 2011). Hitherto then, organizations had experienced very poor performance as exhibited by the low profitability for the commercial organizations who had low levels of motivation (Puntland Post, 2014). The employees have

shown evident weaknesses; with absenteeism being a common phenomenon, failure to prepare vital working documents and smoking while on duty have been observed as a common practice amongst the workers. Absenteeism in has been observed through the signing of the attendance register, warning letters in relation to smoking during office hours which are present in some personnel files and penalties by organizations, due to the absence of some documents is evident in the assessment results report (Warsame, 2010).

1.1.2 Theoretical perspective

Three theories were used to guide this study namely Abraham's Maslow's theory of Hierarchy of needs (Maslow, 1954), Herzberg's two factor theory (Herzberg, 1966) and also McGregor's X and Y theory (McGregor, 1960). As the main theory, Abraham Malsow's theory of Hierarchy of needs suggests that as a worker satisfies his perceived lower level and more basic needs he grows to desire satisfaction for higher levels and less basic needs and is thus motivated. The theory was selected because the theme of this study is well in line with this concept as the aim of the study is find ways of improving the employees' performance through boosting their motivation levels.

The two factor theory by Hertzberg was also considered as a subsidiary theory which guided this study due to its explicit view that motivation of employees can be improved by increasing the intensity of certain factors (motivators) and maintaining the level of others (hygiene factors). Herzberg's two factor theory had the notion that those factors which cause job satisfaction are the opposite to those that causes job dissatisfaction. Herzberg survey was carried from a group of accountants and engineers. Herzberg in his studies came up with the conclusion that employees are influenced by two factors that are; the motivators and hygiene factors. Motivators create job satisfactions which include achievement, recognition, autonomy and other intrinsic aspects when there are fulfilled.

Finally McGregor's X and Y theory was also used as a subsidiary theory since it also seeks to explain about the way employees can be made to perform better through different motivating factors (X) and will be demotivated by other factors (Y)

1.1.3 Conceptual perspective

Motivations are an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that interior drive that causes a person to decide to take action (Arthur, 2001). Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal (Leung, 2009). It is using both tangible and non-tangible rewards to keep employees enthusiastic, loyal and interested in continual improvement (Simon, 2009). Employee motivation refers to the forces and reasons that inspire employees to engage in their work (Bradley, 2010). Motivation is an employee's intrinsic enthusiasm or drive to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action (Nabaasa, 2012). In this study, motivation referred to the "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence."

Employee Performance is the achievement of a set of assigned tasks that are anchored to time, with a result indicator that will measure the accomplishment level of the task assigned, which can be measured only when a performance standard has been put in place (Armstrong, 1997). Performances are activities that ensure goals are consistently being met in an effective and efficient manner (Luthan, 1991). Employee's performance refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory job performance (Saunders, 1998). According to this study, employee performance referred to the measure of employees output as expected of him or as defined in the performance criteria.

1.1.4 Contextual perspective

Non-Governmental Organizations in Erigavo Somalia Employees have not been performing their tasks well according (human resource department report 2010). The report reveals 40% late coming and also 30% poor time management and the failure to meet deadlines for the preparation of important working documents. The determination by the Non-Governmental Organizations to increase the Employees performance has been very discouraging. The Employees of nongovernmental organizations in Erigavo Somalia are poor as has been documented in Non-Governmental Organizations in Erigavo Somalia (human resource

department report 2010).That caused the Organizations to fail in projects and have not achieved their objectives. The staff appraisal exercise has also shown that duties and responsibilities are not being adequately carried out.

1.2 Statement of the problem

Despite the Nongovernmental organizations having a fully-fledged human resource department, a lot of employee problems have emanated that have ultimately resulted in substandard employee performance. These performance failures are both on the side of the organization and workers who should constantly work together. Non-governmental Organizations workers have displayed negligence towards their work through offering wrong advice to the department of human resources (Warsame, 2010). This has been proved by the wrong decisions made, during meetings as a result of the poor advice given to them by employees through the feedback channels. Late coming, poor time management and the failure to meet deadlines for the preparation of important work documents has become a common practice. This has been observed by the missing documents during assessment, penalties given by the human resource department and attendance register carried out every morning that shows absenteeism and late coming(Puntland Post, 2014).The employee appraisal exercise has also shown that duties and responsibilities are not being adequately carried out, with low scores observed in many cases. This is revealed through the appraisal files that are filed annually and kept in the Human resource office. Some line managers have shown great weakness in the supervision of their subordinates, with the appraisal assessment not carried out. This is shown by the missing appraisal files of some workers, who are not appraised as required(Duale, 2011).

1.3 Research Objectives

1.3.1 General objective

This study determined the relationship between motivation and employee performance in selected Non-governmental organizations in Erigavo Somalia.

1.3.2 Specific objectives

1. To determine the levels of motivation in the selected Non-governmental organizations in Erigavo Somalia
2. To determine the level of employee performance in the selected Non-governmental organizations in Erigavo Somalia
3. To establish the relationship between motivation and employee performance in the selected Non-governmental organizations in Erigavo Somalia.

1.4 Research Questions

1. What are the levels of motivation in the selected Non-governmental organizations in Erigavo Somalia?
2. What is the level of employees' performance in the selected Non-governmental organizations in Erigavo Somalia?
3. Is there a significant relationship between motivation and employee performance in the selected Non-governmental organizations in Erigavo Somalia?

1.5 Hypothesis

1. There is no significant relationship between the levels of motivation and employee performance in selected Non-governmental organizations in Erigavo Somalia

1.6 Scope

1.6.1 Geographical Scope

The study was conducted in Erigavo Somalia. It covered two Non-governmental organizations in Erigavo Somalia namely Somaliland youth development and voluntary organization, Danish refugee council. These organizations were selected because they have the largest number of employees in Erigavo, Somalia.

1.6.2 Time scope

This study had a time scope of 2 years that is from January 2013 up to December 2014. This time was selected because it was the exact time that the organizations in Erigavo were lamenting the poor performance of their employees.

1.6.3 Theoretical Scope

Abraham Maslow's theory of hierarchy of needs was used in this study as the main guiding theory. This is due to its relevance to the subject in focus which majorly relies on motivation levels to boost the performance aspects of employees. Another theory used in this study was the Hertzberg two factor theory. This was also selected as it was clear to the researcher that in any organization there must be those factors that boost motivation levels of employees (motivators) and others that did not but were necessary to be offered (hygiene).

1.6.4 Content Scope

The study examined the levels of motivation such as basic needs, safety needs, social needs, esteem needs and self-actualization of the employees and performance such as the productivity and attendance of the employees cause and effect relationship between the independent variables (motivation) and dependent variable (employee performance)

1.7 Significance of the Study

The findings and conclusion from the study may be beneficial to the following parties in the following ways. The study may be beneficial to the organizations' administrators and managers who are the implementers of the policies and allow them to understand how useful the motivation influences employees' performance and also help them to make better informed decisions.

The study may be significant to the employees of organizations who have the chance to know to maintain the company's performance employee can benefit from promotion policy because it participate building employee productivity of the organization.

Future researchers are bound to benefit greatly from the findings in this study whereby to existing body of knowledge will be augmented by well enriched and valid information collected and collated during this study.

1.8 Operational definitions of key terms

Motivation: It is the "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence."

Employee performance: it is the measure of employees' output as expected of him or as defined in the performance criteria.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter reviews the literature pertaining to the study scope on motivation and employees' performance. It consists of theoretical review, conceptual framework, related studies, and research gaps as noted during the literature review.

2.1 Theoretical review

2.1.1 Abraham Harold Maslow's Theory of Needs

Maslow referred to the four lower needs as "deficiency needs" because their lack creates a tension within us. He saw nothing wrong with the human desire to scratch where we itch. As long as we can work to satisfy the cravings, we're moving toward growth. It's when a repressive society or a warped individual curtails our freedom to satisfy our needs that we become ill. Satisfying needs is healthy (Maslow, 1954). Blocking gratification makes us sick. The urge to fulfill needs is potent but not overpowering. Maslow thought that the Freudian label instinct overstated the case. Although everyone has the same set of the needs, our ways of fulfilling those needs can be different. You could meet your need to belong (love and be loved) by going to a party, whereas your roommate might go for a quiet walk with a friend. Despite these different means of gratification, our common desire for love makes us brothers or sisters under the skin (Maslow, 1954).

Physiological needs. These are biological needs which consist of the need for oxygen, food, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction (Armstrong, 1997).

Safety needs. When all physiological needs are met and are no longer controlling thoughts and behaviors, the needs for security can become active. While adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure

(such as widespread rioting), children often display the signs of insecurity and the need to be safe(Cavaye, 2003).

Needs for love, affection and belongingness. When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging (Stacy, 1999).

Needs for esteem. When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless (Bradley, 2010).

Needs for self-actualization. When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. However, it is not always clear what a person wants when there is a need for self-actualization (Arthur, 2001).

2.1.2 McGregor Theory X and Theory Y:

Theory X and Theory Y are theories of human motivation created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s that have been used in human resource management, organizational behavior, organizational communication and organizational development(McGregor, 1960). They describe two contrasting models of workforce motivation. Theory X and Theory Y have to do with the perceptions managers hold on their employees, not the way they generally behave. It is attitude not attributes.

In theory x, management assumes employees are inherently lazy and will avoid work if they can and that they inherently dislike work. As a result of this, management believes that workers need to be closely supervised and comprehensive systems of controls developed. A hierarchical structure is needed with narrow span of control at each and every level. According to this theory, employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can. According to Dr Kumi Mark, if the organizational goals are to be met, Theory X managers rely heavily on threat and coercion to gain their employees' compliance. Beliefs of this theory lead to mistrust, highly restrictive supervision, and a punitive atmosphere. The Theory X manager tends to believe that everything must end in blaming someone. He or she thinks all prospective employees are only out for themselves. Usually these managers feel the sole purpose of the employee's interest in the job is money(Kumi, 2000).

In this theory, management assumes employees may be ambitious and self-motivated and exercise self-control. It is believed that employees enjoy their mental and physical work duties. According to them work is as natural as play. They possess the ability for creative problem solving, but their talents are underused in most organizations. Given the proper conditions, Theory Y managers believe that employees will learn to seek out and accept responsibility and to exercise self-control and self-direction in accomplishing objectives to which they are committed. A Theory Y manager believes that, given the right conditions, most people will want to do well at work. They believe that the satisfaction of doing a good job is a strong motivation (Donald, 2010).

2.1.3 Frederick Herzberg's Hygiene and Motivational Factors

The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act independently of each other (Herzberg, 1966).

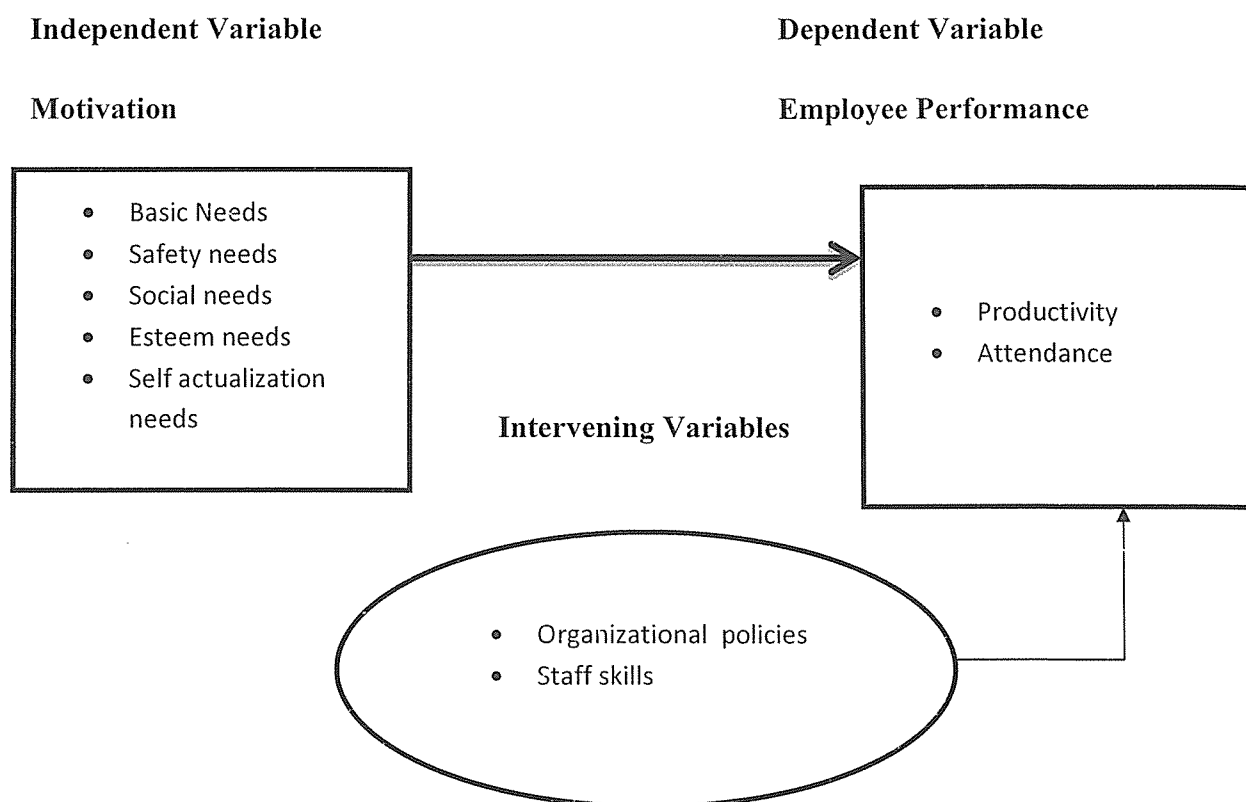
According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work; for example, those needs associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological

needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself (Mccoy, 2004). This appears to parallel Maslow's theory of a need hierarchy. However, Herzberg added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker satisfaction at work, while another and separate set of job characteristics leads to dissatisfaction at work (Leung, 2009).

Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in unpleasurable dissatisfaction (Danson, 1996).

2.2 Conceptual Framework

Figure 1: Conceptual Framework showing the relationship between motivation and employee performance



The conceptual framework shows the association between motivation and employee performance and components of motivation and Employee performance. Motivation is conceptualized as in Maslow's theory of needs where basic needs, safety needs, social needs, esteem needs and self actualization needs affect the components of employee performance. Employee performance is conceptualized as productivity and attendance. The constraints that these variables and sub variables are subjected to are company policies and staff level of skills.

2.3 Related Studies

Motivation

This is the process by which a person wants and chooses to act in a particular way at a place of work. In a study carried out in Mali, to understand factors that motivate health workers in Mali and match their performance with the implementation of performance management. The study revealed that health workers in Mali are mainly motivated by salary followed by responsibility; training and recognition which were found to be important (Kohn et al, 2000)

Kohn built his findings on a number of the theoretical perspectives that have been in existence. His finding views salary as a motivating factor which is in line with Maslow's physiological need, which states that people are motivated if they are able to meet their physiological needs and in this case such needs can be met through payment of salaries.

It is in agreement with McGregor's theory Y which places a burden on rewards of any kind in order to win the commitment of workers to meet organizational objectives. It is also in line with the soft approach of the Human resource management paradigm that stresses the importance to nurture the human resources ability to perform through incentives(Kohn et al, 2000).Further still it is in disagreement with Herzberg's two factor theory, that states salaries is not a motivating factor but a hygiene factor that needs to be present in a job. The finding in relation to responsibility and recognition is in line with Herzberg's two factor theory which emphasizes on peoples feeling of being recognized as well have a sense of responsibility over their jobs in order to be motivated to perform as a motivating factor (Kohn et al, 2000)

Basic needs and performance

Steven, (2003), investigated the impact that how basic needs can be used to motivate employees' performance. He singled out financial incentives and gave his insight into it. According to him, published research articles which dealt with the use of incentives to motivate performance were identified in (Steven, 2003). The point of the meta-analysis was not only to identify an overall effect size for incentives, but to determine whether any variables mediated or moderated the effect of incentives on performance. Nine such variables (or factors) were identified: location of study, incentive type, incentive competition, program term, team and

individual incentives, mental and physical work tasks, study type, and quantity/quality performance goals (Steven, 2003).

The main result of this study is strong support for the claims that incentives can significantly increase work performance when they are carefully implemented and performance is measured before and during incentive programs. While none of the published studies provided a cost-benefit analysis of incentives, what would be the financial benefit of increasing performance 22% in most organizations? Since this is the mean gain that can be expected based on well-designed studies, it is the place to start with an analysis of the reasonable return on an investment in incentive programs for increased work performance. When specific features of incentive programs were analyzed, it was obvious that some programs produced significantly more than 22%. The most impressive example is the 48% increase in team performance (Steven, 2003).

It is cautioned that it is likely that this large an increase requires the assessment of the individual contributions of every member of a team and careful planning of a team incentive program. Another indication of the power of financial incentives is the evidence that the longer they are in place, the greater the performance gain realized. Brief programs (less than a month) produced gains averaging 20%, but beyond six months gains for all programs averaged 44%. The analysis of the programs conducted in laboratories, work simulations, and in real work locations did not indicate that the location influenced the amount of gain over time (Steven, 2003).

Safety needs and performance

Leung, (2009), analyzed the effect of academic tenure on professor research productivity. He used the bibliographic database of the National Bureau of Economic Research (NBER) and hand collected data from each NBER researcher's individual CV to create a measure of productivity that predicts the time of research effort more accurately than the date of publication in a journal. In total, he looked at the academic careers of 934 researchers and papers produced from 1973 to 2008. To motivate the empirical tests, he presented a graphical analysis showing discontinuities of productivity at tenure both in terms of value and growth rate. Using the fuzzy regression discontinuity design and controlling for fixed effects, he finds that the effect of tenure

was twofold. First there was a noticeable drop in productivity immediately after tenure. The average drop is about 20% fewer papers than the predicted value if tenure was not granted. The results were still statistically significant. The findings did not necessarily give evidence regarding the quality of work, but did suggest that if the university wants to maximize the productivity of its professors, it would want to consider modifying the institution of tenure. The findings complemented studies relating to private sector jobs (Leung, 2009). He found that the average number of days of absence per week more than triples once the probability of being fired decreases. Hence his paper furthered the literature that suggests that job security has negative impact on productivity (Leung, 2009).

Social needs and performance

Labor unions represent employees in a variety of industries. There are manufacturer unions, professional service unions and many other varieties. They work to protect their body of employees, control employment opportunities and negotiate both safe working conditions and reasonable wages for workers. Traditionally, labor unions were only popular in advanced and relatively free markets like those in Europe and North America. However, as business has become increasingly globalized, labor unions have had to deal with a broader range of international issues (Brian, 2001).

Through unions, working people have a collective voice at work and an avenue to equality, fair treatment and economic security. They provide a powerful check to the almost total power of management in the workplace and ensure workers have a voice in workplace decisions that affect them (Jones et al, 2004). Unions assist workers in obtaining a decent wage so they and their families can enjoy a quality standard of living and financial security. They help workers achieve workplace benefits over and above legislative benefits and universal public programs. Vacations, extra medical insurance, disability and life insurance and a retirement income are all areas where unions have negotiated enhanced provisions. Unions provide workers with greater job security and thus economic security for themselves, their families and their communities (European Union Strategy 2020, 2010).

during preventative maintenance. The contingent recognition might be the supervisor saying to a worker, “I noticed that you helped out Richard while your equipment was being serviced by the maintenance guys.” In this example, it is important to note that the recognition did not include a “gushy” thank you or phony praise for doing what this worker was supposed to be doing, but instead the worker simply “knew that his supervisor knew” that he had gone out of his way to help out a fellow worker. Because of this supervisor’s recognition, the worker will tend to repeat this helping behavior in the future (Leung, 2009).

In other words, instead of receiving no consequence for this helping behavior (which will lead to extinction) or a punishing consequence of having to work harder (which will lead to a decrease), the supervisor providing contingent recognition as a positive reinforcer will strengthen the worker’s behavior and enhance the productivity of the unit. In a service setting such as a bank, an identified performance behavior of tellers might be providing customers’ information about various products that the bank offers. As in the manufacturing example above, upon observing this behavior the supervisor would provide contingent recognition by saying something like, “I overheard your explanation to Mr. Smith about how to obtain, use, and the advantages of a debit card. I’ll bet we will be adding him to our debit card business.” The recognition is a positive reinforcer for the service behavior leading to increased performance (Steven, 2003).

Self-actualization and performance

A good example of self actualization to employees is offering them leaves and paid time off. In today’s world organizations are looking to provide the best for its employees in terms of compensation, benefits and more. In helping to achieve this, a good time off policy needs to combine the benefits of vacation time off, sick leave and personal time into a single pool of days that all employees can use at will (Donald, 2010).

Employees can request time off to ensure work-life balance and flexibility. In many cases businesses look to time-off software to better manage their organizational goals. The power comes from a time off solution’s ability to automate time tracking and enforcement, and ensure that an organization is appropriately staffed and is also in compliance with internal policies (Donald, 2010).

According to Donald the benefits of a paid Time Off approach include: Employees can take time off at their own choice, It gives employers control over unscheduled absenteeism, Employees give value to the flexibility of time off at their discretion when they actually require it, Paid time off can be used to attract employees that seem “difficult to recruit”, and lastly It also benefits employees in a way that they feel the power in order to make decisions about their personal needs.

Disadvantages of paid Time Off include Employers might provide employees fewer overall days than they had previously, and/or new employees might accumulate more leaves slowly than long term employees and that employees view paid time off as a benefit and use all of the time off, whereas they might not have done this in the past.

In order to effectively manage a paid time off program, it is recommended to: Make sure that it fits in with the company culture. A paid time off approach works best in a company which has a higher degree of flexibility with established clear guidelines in advance. It is also important to manage the people, not just the paid time off. Paid time off programs can vary. It all depends however, on the number of hours allotted, the way these hours are accrued (annually or per pay period), capping hours and the ability to give employees the option to sell hours back if required. Overall though, a paid time off approach is important for any organization to increase its efficiency and better manage its resources (Donald, 2010).

3.3 Sample Size

In view of the nature of the target population where the number for employee was much, a sample size was taken from each category. The Slovene's formula was used to determine the minimum sample size.

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

Equation 1: Slovene's Formula

Where

n = minimum sample size

N = research population

e = significance level = 0.05

$$n = \frac{140}{1 + 140(0.05)^2} = \frac{140}{1.35} = 104 \text{ respondents}$$

Table 1: table showing the determination of the sample size

Category	Population	Sample size	Percentage
Casual employees	90	67	60.60%
Supervisors	42	31	32.80%
Managers	5	4	4.80%
Directors	3	2	1.80%
	140	104	100.00%

Source: Primary data, 2014

3.4 Sampling Procedures

The sampling technique that was used in this study was systematic random sampling. Using this method, a list of the employees in the organizations was compiled. In selecting the respondents, two consecutive respondents were selected while skipping the next one respondent and selecting the next two all over again until the sample size was met. This sampling technique was employed because it was simple and prevented cases of bias in sampling. Purposive sampling was also used to determine high profile respondents like directors and managers who were believed to have more information about the motivation and the performance of the employees in the organizations.

3.5 Research Instruments

3.5.1 Questionnaires

This study used self-administered questionnaire as a data collection method, and questionnaires as research instruments to collect data on the effects of motivation on the employee performance of the selected organization under investigation. The researcher used self-administered questionnaire method because they were easy and cheap to administer especially with the literate study population of the organizations.

3.5.2 Interviews

Interviews were used to collect data from those respondents who had no time to answer to the questionnaires but still are perceived to have enough important information. This tool was used to interrogate those respondents who would be visually impaired or held high positions at organizations.

3.6 Validity and Reliability of the Instruments

3.6.1 Validity

Validity of the instrument was ensured through expert judgment and the researcher made sure the coefficient of validity to be at least 70%. The researcher consulted his supervisor

for expert knowledge on questionnaire construction. After the assessment of the questionnaire, the necessary adjustments were made bearing in mind of the objectives of the study. The formula that was used to calculate the validity of the instrument was

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

Out of the total of the 32 questions in the questionnaire, 28 were declared valid. This leads us to confirm the validity of the questionnaire as calculated below.

$$CVI = \frac{28}{32} = 0.875 = 87.5\%$$

Equation 2: CVI Equation

Since this the CVI is above 70%, the questionnaire was said to be valid

3.6.1 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Muganda & Mugenda, 2003). Reliability of the instrument was established through a test-retest technique. The researcher conducted a pre-test of the instrument on group of subjects and waited one week then administered the same test to the same subjects a second time.

Cronbach's alpha was also used to determine the reliability of the instruments. A Cronbach's alpha value of 0.70 is considered to be the criteria for demonstrating internal consistency of an instrument. The table below shows each main constructs of the model were considered acceptable since the Cronbach's alpha related to each of them exceeded 0.70, confirming satisfactory reliability.

During the administration of the questionnaires

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants emphasized on performing retrieval of the questionnaires within five days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all are answered.

After the administration of the questionnaires

The data gathered were collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.8 Data Analysis

The frequency and percentage distribution were used to determine the demographic characteristics of the respondents.

The mean was applied for the levels of motivation and Employee performance. An item analysis illustrated the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and weaknesses, the recommendations were derived.

The following mean range was used to arrive at the mean of the individual indicators and interpretation:

Table 3: For the level of motivation and Employee performance

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly Agree	Very High
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly Disagree	Very Low

Multiple correlations were done on the study variables to test the hypothesis on correlation (Ho #1) at 0.05 level of significance in order to determine the influence of the independent variables on the dependent variable.

Findings from the interviews were analyzed by citing quotations of the direct statements made by those respondents in response to the questions asked during the study. These were compared to the rest of the respondents and the general opinion generated in the process.

3.9 Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. Sought permission to adopt the standardized questionnaire on performance through a written communication to the author.
2. The respondents and organizations were coded instead of reflecting the names.
3. Solicited permission through a written request to the concerned officials of the organizations included in the study.
4. Requested the respondents to sign in the Informed Consent Form

CHAPTER FOUR

FINDINGS PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter presents analyses and interprets the study findings arising from the field information collected from respondents on the relationship between motivation and Employee performance in selected NGOs in Erigavo, Somalia. The data is presented in using frequency, percentages, mean and, correlation. The first section presents the response rate. This is followed by a presentation and analysis of the study findings in relation to the specific objectives.

4.1 Demographic information of the respondents

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of the population in the study.

Table 4: Profile of Respondents

Indicator	Frequency	Percentage
Gender		
Male	61	58.7%
Female	43	41.3%
Total	104	100%
Age		
20 – 39	58	55.8%
40 – 59	46	44.2%
Total	104	100%
Qualification		
Secondary	16	15.4%
Certificate	12	11.5%
Diploma	21	20.2%
Degree	29	27.9%
Master	26	25.0%
Total	104	100%
Experience		
Below one year	39	37.5%

1 – 2 years	37	35.6%
3 – 4 years	26	25.0%
5 – 6 years	2	1.9%
Total	104	100%

Source: Primary data, 2014

Results from the table3 above indicate in terms gender, there were more male (58.7%) than female (41.3%). This implies that the non-governmental organizations in Erigavo Somalia are dominated by male employees or majority of the respondents were male.

The findings of the study showed that 55.8% of the respondents were 20 – 39 years, while 44.2% were between 40 – 59 years. This shows that the majority of the employees in non-governmental organizations were the age from 20 – 39.

In the case of their qualifications, 15.4% of the respondents were in the secondary level, the second group of the respondents were certificate holders who stood at 11.5%, while 20.2% of the respondents were diploma holders and also 27.9% of the respondents were degree holders, and finally 25.0% of the respondents were master's degree holders, this implies that the majority of the employees were degree holders.

In the case of experience 37.5% of the respondents had less than one year experience, 35.6% had an experience of 1 to 2 years, 25.0% of the respondents worked 3 to 4 years, 1.9% had an experience between 5 to 6 years. This implies that many of the employees in the organization had little experience which is a disadvantage to them.

From the findings the researcher observed that although the experience was not high the majority of the non-governmental organization employees had high qualification since the majority of them were degree holders.

4.2 Objective 1: Level of motivation

The general mean for motivation was computed at 2.342 which was interpreted as low. The analysis for the specific means of constructs and indicators is done hereunder.

4.2.1 Basic needs

Table 5: Showing the level of basic needs in non- governmental organizations in Erigavo Somalia

Indicators	Mean	Interpretation	Rank
The salary increments given to employees who do their jobs very well motivates them	2.03	Low	4
Financial incentives motivates me more than non financial incentives	2.38	Low	3
I am satisfied with the salary I draw at present	2.41	Low	2
I am satisfied with the lunch breaks, rest breaks and leaves given in the organization	2.82	Low	1
Grand mean	2.41	Low	

Source: Primary data, 2014

The general or overall mean for this construct variable was computed at 2.41 which is interpreted as low. Table4 shows that the majority of the respondents agreed that they were satisfied with the lunch breaks, rest breaks and leaves given in the organization. This was made clear by the high mean score high of 2.82 which was interpreted as high. In this category this happened to be highest indicator variable.

The lowest indicator variable in this category shows that the majority of the respondents agreed that they did not get salary increments given to employees who do their jobs very well and was calculated at a mean of (2.03). This was interpreted as low and indicated that the employees were not satiated with the rate of salary increment.



4.2.2 Safety needs

Table 6: Showing the level of safety needs in non- governmental organizations in ErigavoSomalia

Indicators	Mean	Interpretation	Rank
Good physical working conditions are provided in the organization	2.39	Low	2
The employees in the organization feel secured in their job	2.54	High	4
The retirement benefits available are sufficient	2.47	Low	1
The medical benefits provided in the organization are satisfactory	2.27	Low	3
Grand mean	2.35	Low	

Source: Primary data, 2014

The overall mean for this construct variable was 2.35 and it was interpreted as low. The highest indicator in this category was the fact that majority of the respondents agreed that they felt secure in their current jobs. This indicator variable bared a mean of 2.54 which was interpreted as high. The lowest indicator variable in this category was the fact that the respondents agreed that they did not think the medical benefits provided in the organization were satisfactory with the mean of 2.27 low.

4.2.3 Social needs

Table 7: Showing the level of social needs in non- governmental organizations in Erigavo Somalia

Indicators	Mean	Interpretation	Rank
The quality of the relationships in the informal workgroups is quite important to me	2.19	Low	4
I am satisfied with the supportive from the human resource department	2.33	Low	3
In this organization there is fair amount of team spirit	2.52	High	1
I feel more motivated while participating in activities done here like sports week, football e.t.c	2.47	Low	2
Grand mean	2.38	Low	

Source: Primary data, 2014

The overall mean for this construct variable was 2.38 and it was interpreted as low. The highest indicator in this category was the fact that majority of the respondents agreed that there was fair amount of team spirit in their organizations. This indicator variable bared a mean of 2.52 which was interpreted as high. The lowest indicator variable in this category was the fact that the respondents agreed the quality of the relationships in the informal workgroups is quite important to them as it scored a mean of 2.19and interpreted as low.

4.2.4 Esteem needs

Table 8: Showing the level of Esteem needs in Non- governmental organizations in Erigavo Somali

Indicators	Mean	Interpretation	Rank
Visibility with top management is important to me	2.04	Low	4
I feel that my superior always recognizes the work done by me	2.34	Low	2
I feel that job I do gives me a good status	2.25	Low	3
I am satisfied with responsibility and role that I have in my job	2.58	High	1
Grand mean	2.30	Low	

Source: Primary data, 2014

The overall mean for this construct variable was 2.30 and it was interpreted as low. The highest indicator variable in this category was the fact that majority of the respondents they were satisfied with responsibility and role that they have in their jobs. This indicator variable bared a mean of 2.58 which was interpreted as high. The lowest indicator variable in this category was the fact that the respondents agreed that Visibility with top management is important to them as it scored a mean of 2.04 and interpreted as low.

4.2.5 Self actualization needs

Table 9: Showing the level of Self-actualization in Non-governmental Organizations in Erigavo Somali

Indicators	Mean	Interpretation	Rank
I want to be the best at my own job	2.33	low	3
Generally like to schedule my own and to make job related decisions which minimum of supervision	2.40	low	2
I find opportunities for advancement in this organization	1.71	low	4
My aim is self- knowledge and enlightenment, it is the most important thing to me	2.64	high	1
Grand mean	2.27	low	

Source: Primary data, 2014

The overall mean for this construct variable was 2.27 and it was interpreted as low. The highest indicator variable in this category was the fact that majority of the respondents claimed their aim is self- knowledge and enlightenment, and that it was the most important thing to them. This indicator variable bared a mean of 2.64 which was interpreted as high. The lowest indicator variable in this category was the fact that the respondents agreed they found opportunities for advancement in their organizations as it scored a mean of 1.71 and interpreted as low.

4.3 Objective 2: Level of employee performance

The general mean for employee performance was computed at 2.43 which was interpreted as low. The analysis for the specific means of constructs and indicators is done hereunder.

4.3.1 Productivity

Table 10: Showing the level of productivity in Non-Governmental Organizations in Erigavo Somalia

Indicators	Mean	Interpretations	Rank
I receive the training I need to do my job	2.53	High	3
I have the resource I need to do my job	2.55	High	2
My manager takes a supportive role in my professional growth and development	2.29	Low	6
Employees are encouraged to offer their opinion and ideas	2.48	Low	4
Employees are encouraged to try new ways of doing things	2.56	High	1
There is a strong feeling of team spirit and cooperation in this organization	2.23	Low	7
Missing quality standards	2.47	Low	5
Grand mean	2.44	Low	

Source: Primary data, 2014

The overall mean for this construct variable was 2.44 and it was interpreted as low. The highest indicator variable in this category was the fact that employees were encouraged to try new ways of doing things. This indicator variable bared a mean of 2.56 which was interpreted as high. The lowest indicator variable in this category was the fact that there was a strong feeling of team spirit and cooperation in the organizations as it scored a mean of 2.23and interpreted as low.

4.3.2 Attendance

Table 11: Showing the level of Attendance in Non-governmental Organizations in Erigavo Somalia

Indicators	Mean	Interpretation	Rank
Continued absence from assigned area more than job requires	1.94	low	4
Physical illness on the job	2.37	low	3
Long coffee breaks	2.55	high	2
Leaving work early	2.66	high	1
Grand mean	2.42	low	

Source: Primary data, 2014

The overall mean for this construct variable was 2.42 and it was interpreted as low. The highest indicator variable in this category was the fact that employees were fond of leaving work earlier than normal. This indicator variable bared a mean of 2.66 which was interpreted as high. The lowest indicator variable in this category was the fact that there was less continued absence from assigned area more than job requires as it scored a mean of 1.94 and interpreted as low.

4.4 Objective 3: Relationships

4.4.1 Correlations

Table 12: Correlations between motivation and employee performance

		MOTIVATION	EMPLOYEE PERFORMANCE
MOTIVATION	Pearson Correlation	1	.833**
	Sig. (2-tailed)		.000
	N	104	104
EMPLOYEE PERFORMANCE	Pearson Correlation	.833**	1
	Sig. (2-tailed)	.000	
	N	104	104

** . Correlation is significant at the 0.01 level (2-tailed).

The table above shows the results from the correlation test that was run on the data collected. It is clear that there was a strong positive relationship between motivation and employee performance which was measured at 0.833 (sig. 0.000). The relationships' significance level was computed at 0.000 which plainly means that it was less than 0.0005. If the significance level is below 0.05, we conclude that the relationship is significant (Amin, 2005). The two stars adjacent to the Pearson linear correlation coefficient symbolize that this was a strong relationship.

No star		Very weak or no relationship
(*)	-	Weak relationship
(**)	-	Strong relationship
(***)	-	Very strong relationship

With the evidence above in mind, we therefore are compelled to reject our null hypothesis of non relationship and we adopt the alternative hypothesis which states that there is a significant relationship between motivation and employee performance.

Variable correlated	r- value	p- value	interpretation	Decision on null hypothesis
Motivation and employee performance	0.833	0.000	Significant strong positive relationship	Rejected

Table 11 revealed that there is relationship between motivation and employee performance in the non-governmental organizations in Erigavo Somalia. The two variables were strongly positive correlated. The level of significance was computed at 0.000 which is below the level of 0.05 and therefore signifies that the relationship is very significant. Pearson's linear correlation coefficient reading was at 0.833 which is a clear indication of a very strong and positive relationship between motivation and employee performance.

4.4.2 Regression

Table 13: Regression Analysis between the motivation and employee performance in selected Non-governmental organizations in Erigavo Somalia

Variable regressed	Computed F – Value	R SQUARE	Sig- Value	Interpretation	Decision on ho
Motivation And Employee Performance	230.689	0.690	0.000	Significant Influence	Rejected

Source: primary data, 2014

From the table above it can be noted that the significance value for the model stands at 0.000 and an F value of 230.689 which signifies that the model's significance is high and acceptable. The R square value of 0.690 means that 69.0% of the variation in the performance of the employees is explained by the variation in the motivation of those employees. Basically this means that motivation influences 69% of employee performance. In view of such statistics, the null hypothesis is hereby rejected since there is enough evidence of a causal relationship between motivation and employee performance. The rest of the variance in employee performance (31%) is caused by other factors not encompassed by this study like level of skills, workplace facilities and personal ambitions and abilities.

4.5 Findings from the Interview

The interview guide was used to collect responses from the elite respondents who were majorly managers and organizations directors. This category of respondents was considered for interviews since they could not readily spare some time to answer to the questions on the questionnaire.

With regards to employees' performance, management was not at all that happy with the level of performance exuded by the employees at their organizations. They concurred with the fact that employees were very lazy and required to be forced into performing tasks some of which occurred to the management as basic. This, according to them is a very bad phenomenon especially considering that there is a lot of competition from other telecommunication companies. One of the managers said;

"Our employees' performance is not of the level expected... this is a problem which has existed for five years now and has proved to be difficult to eliminate"

The managers however acknowledged that it was very possible to improve this performance. In order to improve this performance, the management felt that it was necessary for the employees to show more effort in their day to day activities. Also as management, they acknowledged their shortcomings and reiterated that it had become imperative that the two sides (management and employees) sat on a round table to discuss the issue on performance. Some were also quick to point out that even though such brainstorming meetings were being done already by the organization, they were done just as a custom and were not seriously accorded the importance they hold. During the interview, a manager was quoted saying;

"We are in the process of engaging the employees in dialogues on how our performance criteria can be met... so far we don't have anything substantial with regards to the way forward but we believe that given a little bit more time a solution to our performance problem will be obtained."

Motivation levels of employees were barely low according to the data collected from the interviews conducted. Most employees were reported to be fond of tardiness and absenteeism. This had in fact become a concern for the management and had lately devised a system to ensure

that this trend is averted. This system entailed giving the earliest employee at work a free hour during the day. This strategy however had not picked to correct this misdemeanor. It was utterly mentioned by almost all respondents that it was possible to improve the motivation levels by providing more avenues for remuneration, recognition and many more. This was reached as a consensus since all of them agreed that boosting the motivation levels of employees will go a long way in improving their performance at the workplace. From multiple sources, the following comments and statements were recorded

“Motivating the workforce is not as easy as it is stated in the management and motivation theories...”

“It requires proper understanding the needs that the workforce has which are diverse and dynamic...”

“I can accept that, indeed, our workforce motivation levels are low ...”

Respondents spoke of the organizational policies that openly worked against employees' motivation. The punishments for poor production were not real as expressed by the managers. They however defended themselves by stating explicitly that these policies only came into being through a forum which was attended by both management and employees representatives. Other policies were the ones for allowing very limited time for breaks such as lunch. The time for lunch was limited to only half an hour as opposed to the whole hour that the employees proposed. One respondent was recorded complaining;

“The time allowed for lunch breaks is very minimal and seriously need revisiting otherwise there is an impending risk of further demotivation of the employees”

Physical work conditions were surprisingly lauded for helping boost motivation levels of the employees. These conditions were said to be very unique and state of the art. For the menial jobs gadgets and protective gears were always provided to shield the workers from harmful and hazardous threats. Through researcher's observation this was confirmed as many protective gears were seen to be in use in all the relevant departments. Helmets, gum boots, gloves and much other equipment were found not only in the stores but also in use in the workplaces. One of the managers interviewed said;

“Our organization is devoted towards ensuring the safety of its employees; nothing is left to chance especially when it comes to the physical safety of the employees while undertaking their duties at their respective work stations.”

Monetary incentives were said to be very important to the employees since it was the basic reason as to why they sought to work for the organization in the first place. The managers and directors however also pointed out that the monetary incentives were not a long term solution to employees' motivation. They concurred with Maslow's theory of hierarchy of needs that monetary incentives are only motivational when an employee is seeking to satisfy their most basic need for survival and after that more complex strategies need to be formulated to sustain the motivation levels. The financial incentives were also voted for as the most motivating factor due to their applicability to different levels of employees' whilst achieving almost similar change of behavior. They however noted that it should not be depended on solely as it was a short term measure to improve performance. One respondent said that;

“We definitely pay our employees more than the optimal wage rates, we are amongst the highest paying organizations in our industry, so I think our general employees' welfare is fine”

4.5 Summary of Findings

Levels of employees' basic needs were found to be low giving a general mean of 2.41 whereby its highest construct being I am satisfied with the lunch breaks, rest breaks and leaves given in the organization (2.82) and its poorest was The salary increments given to employees who do their jobs very well motivates them (2.03). Levels of employees' safety needs were found to be low giving a general mean of 2.35 whereby its highest construct being The employees in the organization feel secured in their job (2.54) and its poorest was The medical benefits provided in the organization are satisfactory (2.27)

Levels of employees' social needs were found to be low giving a general mean of 2.38 whereby its highest construct being In this organization there is fair amount of team spirit (2.52) and its poorest was The quality of the relationships in the informal workgroups is quite important to me (2.19). Levels of employees' Esteem needs were found to be low giving a general mean of 2.30 whereby its highest construct being I am satisfied with responsibility and role that I have in my job (2.58) and its poorest was Visibility with top management is important to me (2.04).

Levels of employees' Self-actualization were found to be low giving a general mean of 2.27 whereby its highest construct My aim is self- knowledge and enlightenment, the most important thing to me my ultimate personal potential (2.64) and its poorest was I find opportunities for advancement in this organization (1.71) On the side level of employees' productivity, were found to be low giving a general mean of (2.44) whereby its highest construct being People are encouraged to try new ways of doing things (2.56) and its poorest was There is a strong feeling of team spirit and cooperation in this organization (2.23). On the side level of employees' Attendance, were found to be low giving a general mean of (2.42) whereby its highest construct being Leaving work early (2.66) and its poorest was Continued absence from assigned area more than job requires (1.94).

In terms of relationships, there was found a relationship between the two variables which was established at 0.833 which was interpreted as a strong positive relationship. The significance level of this relationship was found to be at 0.000 which makes the relationship significant since it was below 0.050 thresholds. Regression modeling gave the model below as a mathematical expression for the causal relationship between the two study variables.

$$Y = 0.182 + 0.690x$$

Where y = employees' performance

x = motivation levels

This means that motivation influences the employees' performance by 69.0%. In other words for every perceived unit increase in motivation, there is bound to be 69.0% increase in employees' performance and the opposite is true. This clearly shows that the factor of motivation is very significant to the performance of the employees and should therefore be well considered.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

This section is comprised of 5 sections. These are discussion of findings, conclusions, recommendation and recommended areas for further research.

5.1 Discussion of Findings

5.1.1 Level of Motivation

According to the findings compiled herein it was established that the level of employees' motivation at the selected organizations was below average which measured at 2.342. This shows that there has been laxity in enforcing motivation factors in the organization.

Salary levels of the employees were found to be lower than normal. Most of the employees earned less than \$ 500 per month. This is not a good figure considering the fact that the industry average fell at \$ 650(Puntland Post, 2014). There were complaints from the interviewees that the organizations had repeatedly turned down calls for salary increment from the employees for about ten times.

For the above mentioned reason of lack of adequate pay, it was suggested by many that it was the reason for the lack of job satisfaction by the employees. Some had actually quit their jobs to go open up businesses citing reasons that hired jobs do not provide the satisfaction they should. Some had opted to switch jobs or industries to explore the other options which have reportedly paid off better in terms of job satisfaction. This is against the caution given by Kramer (2009) who opines that Performance-based pay is a highly effective strategy for increasing motivation among employees. Although financial rewards aren't the only things that motivate employees, they can be very effective when properly implemented. The possibilities for performance-based pay come in many variations, and each will have to be tailored to the specifics of your company in order to be effective (Kramer, 2009).

There were poor levels of competition between employees. Employees claimed that they found no grounds for competing with each other and actually showed some resentment towards the notion. This was thought to be because they have not been exposed to the benefits of employees' competition. Some of them, however, considered competition as an important element of a Nongovernmental organization's workforce but still lamented that the levels in their organizations in this regard were still low. According to Larkin (2010), despite the fact that award programs which cause competition brought more harm than good, many other types of award incentives have proven beneficial for companies. But Larkin says corporate managers should manage them closely to make sure that employees aren't gaming the system and that the programs aren't fostering unintended negative effects (Larkin, 2010).

Employee recognition was found to be low as employees confessed to a passive administration. The administration was blamed for their handling of well performing employees. It was said that whether employees performed better than others there was no laid down procedure to reward such efforts. All employees were exposed to the same treatment which is thought to have discouraged hard work from the employees. According to Donald (2010), any successful business knows much of its success is due to diligent workers with excellent productivity. Employees who put forth extra effort often make a big difference in company profits. The employees who do only what the job duties require, and no more, can stymie the progress of a company. It is important to motivate all employees to reach their full potential and maximal level of productivity. Companies that recognize and encourage increased productivity are likely to be more successful than their counterparts that don't (Donald, 2010).

Even the highly rated employees whose needs stretch further than the physiological needs also lamented on how their employers were treating their esteem, self actualization and security needs. Most especially, they complained about how the employers reneged from allowing them days off to which they were so furious. Many complaints had also been forwarded to management regarding this but they still have not been attended to. In order to achieve these, proper performance reviews of the employees is necessary (Leung, 2009). The performance reviews to keep employees motivated and performing well include periodic, regular, honest and objective feedback to the employee. However, the organization should also have some mechanisms in place for the employee to give feedback about ways the organization could also

improve itself and make itself a better place to work. Allowing open communication in both directions will keep the employees more satisfied with their performance review and happier with their compensation level in relation to their work (Luthan, 1991).

5.1.2 Level of Employees' Performance

Consequently performance was found to be low at a mean of 2.43. This can be attributed to the very levels of motivation as offered in the preceding section of motivation. Productivity was particularly adversely affected by the low motivation levels. Employees were not productive enough. Whenever they are at work their focus is not on production but majorly how the day would end and get back to their houses. Their primary focus is not on how much they should produce to achieve organizations goals and objectives. Since their interests are not aligned with the ones for the organizations, productivity has failed to be achieved. On a normal day, these employees attained only 70% of the allocated portions of work. They have become fond of complaining about the amount of work they are subjected to citing reasons that it is too much for their limited capacity(Puntland Post, 2014).

In terms of employees punctuality and attendance issues in general, there was seen to be a major problem especially for the older employees. Such class of workers who were well conversant of the culture and the norms of the organizations were fond of tardiness. It was argued out that this was due to the fact that such employees held higher positions of authority and therefore had fewer people to explain their behavior to. Stacy (1999) opines that tardy employees aren't necessarily lazy or looking for attention. Often, people who are frequently late have simply fallen into the habit of being late. Some people try to do too much in a small amount of time; others may lose track of time. Regardless of the reason, when an employee is late, the impact is more pronounced in a small business than a large corporation and ought to be addressed sooner than later(Stacy, 1999).

5.1.3 Relationships

In terms of relationships, a Pearson linear correlation coefficient of 0.833 was established between motivation and employees' performance. This suggests a strong and positive relationship between the study variables. The significance level was also established at 0.000

2. Employees should be recognized using awards and special appreciation. These should take the form of employee of the year awards, employee of the month awards, most disciplined employee etc.
3. Employees should be encouraged to compete with each other in order to boost their performance levels. This should be done in a well structured framework which is also integrated with the pay system of such employees. This will ensure that victorious employees are well paid at the end of the pay period while the rest miss out on such niceties.
4. Employers should allow for the presence of employees' unions within the organization and actually ensure that such unions are officially recognized and the leaders of such associations are well paid by the management. This will create the sense in the employees like someone looking after their affairs and therefore can comfortably settle down to work and concentrate.
5. Work conditions need to be improved especially alleviating the levels of risky jobs and tasks by providing better protective equipment. By doing this the employees would feel that the organization has done its part and that it is their turn to have their input

5.4 Areas for Further Research

1. Reward system and employees' performance
2. Financial reward and employees' performance
3. Employees' performance and organizational success

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APPENDIX I

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a master. in project planning and Management candidate of Kampala International University. Part of the requirements for the award is a thesis. My study is entitled, **motivation and Employee Performance in Selected Non Governmental Organizations in Erigavo Somalia**. Within this context, may I request you to participate in this study by answering the questionnaires? Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within five days (5)?

Thank you very much in advance.

Yours faithfully,

Mr. Mohamoud Jibril Ali

APPENDIX II:

TRANSMITTAL LETTER

OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC)

COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR Mr. MOHAMOUD JIBRIL ALI REG. NO. MPP/39794/131/DF, TO CONDUCT RESEARCH IN YOUR INSTITUTION

The above mentioned candidate is a bonafide student of Kampala International University pursuing a master. in project planning and Management

He is currently conducting a field research for his thesis entitled, **motivation and Employee Performance in Selected Non-Governmental Organizations in Erigavo Somalia** Your institution has been identified as a valuable source of information pertaining to his research project. The purpose of this letter then is to request you to avail him with the pertinent information he may need.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Ssendagi Mohamed, Ph.D.

APPENDIX IV: CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name _____

Reg.# _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

___ Physical Safety of Human Subjects

___ Psychological Safety

___ Emotional Security

___ Privacy

___ Written Request for Author of Standardized Instrument

___ Coding of Questionnaires/Anonymity/Confidentiality

___ Permission to Conduct the Study

___ Informed Consent

___ Citations/Authors Recognized

Results of Ethical Review

___ Approved

___ Conditional (to provide the Ethics Committee with corrections)

___ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

APPENDIX V

INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Mohamoud Jibril Ali that will focus on emotional intelligence and leadership styles.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

APENDIX V

RESEARCH INSTRUMENTS

APPENDICES VI: FACE SHEET OF THE RESPONDENTS

Gender (Please Tick):

1. Male ☐

2. Female ☐

Age of respondents: _____

(1) 20-39 (early adulthood) ☐

(2) 40-59 (middle adulthood) ☐

(3) 60 and above (late adulthood) ☐

Qualifications Under Education Discipline (Please Specify):

(1) Secondary /complete ☐

(4) Degree ☐

(2) Certificate ☐

(5) Master ☐

(3) Diploma ☐

(6) PH.D ☐

Number of Years Experience (Please Tick):

1. Below -1 year ☐

4. 5-6yrs ☐

2. 1- 2yrs ☐

5. 7 years and above ☐

3. 3-4yrs ☐

APPENDIX VA

QUESTIONNAIRE TO DETERMINE MOTIVATION

Direction 1: Please write your rating on the space before each option which corresponds to your best choice in terms of **motivation** in your organization. Kindly use the scoring system below:

Response Mode	Rating	Interpretation
Strongly agree	(4)	very high
Agree	(3)	High
Disagree	(2)	Low
Strongly disagree	(1)	very low

BASIC NEEDS

- ___ 1. The salary increments given to employees who do their jobs very well motivates them.
- ___ 2. Financial incentives motivates me more than non financial incentives
- ___ 3 I am satisfied with the salary I draw at present
- ___ 4. I am satisfied with the lunch break, rest breaks and leaves given in the organization.

SAFETY

- ___ 1. Good physical working conditions are provided in the organization
- ___ 2. The employees in the organization feel secured in their job.
- ___ 3. The retirement benefits available are sufficient.
- ___ 4. The medical benefits provided in the organization are satisfactory.

SOCIAL NEEDS

- ___ 1. the quality of the relationships in the informal workgroup is quite important to me
- ___ 2. I am satisfied with the supportive from the human resource department

___3. In this organization there is fair amount of team spirit

___4. I feel more motivated while participating in activities done here like sports week, football.
e.t.c

ESTEEM

___1. Visibility with top management is important to me.

___2. I feel that my superior always recognizes the work done by me

___3. I feel that the job I do gives me a good status.

___4. I am satisfied with the responsibility and role that I have in my work

SELF ACTUALIZATION

___1. I want to be the best at my own job.

___2. generally like to schedule my own work and to make job-related decisions with a
minimum of supervision

___3. I find opportunities for advancement in this organization.

___4. My aim is self-knowledge and enlightenment. The most important thing to me is realizing
my ultimate personal potent

APPENDIX VB

QUESTIONNAIRE TO DETERMINE EMPLOYEE PERFORMANCE

Direction 2: Please write your rating on the space before each option which corresponds to your best choice in terms of Employee **performance** in your organization. Kindly use the scoring system below:

Response Mode	Rating	Interpretation
Strongly agree	(4)	very high
Agree	(3)	high
Disagree	(2)	low
Strongly disagree	(1)	very low

PRODUCTIVITY

- ___ 1. I receive the training I need to do my job.
- ___ 2. I have the resources I need to do my job
- ___ 3. My manager takes a supportive role in my professional growth and development.
- ___ 4. Employees are encouraged to offer their opinions and ideas
- ___ 5. People are encouraged to try new ways of doing things
- ___ 6. There is a strong feeling of team spirit and cooperation in this organization
- ___ 7. Missing quality standards

ATTENDANCE

- ____ 1. Continued absences from assigned area more than job requires
- ____ 2. Physical illness on the job
- ____ 3. Long coffee breaks
- ____ 4. Leaving work early

APPENDIX VD

INTERVIEW GIUDE

1. How do you rate the performance of the employees in your organization?
2. Do you feel that the employees' performance in your organization can be improved?
Explain your answer.
3. How do you rate the motivation levels of the employees in your organization?
4. Do you feel the motivational levels can be improved? Explain your answer.
5. Does motivation of employees influence their performance levels? Explain your answer
6. Which organizational policies do you feel work against employees' motivation?
7. How do the physical work conditions affect employees' motivation levels?
8. What is your take on monetary incentives as a source of motivation towards improving employees' performance?
9. Which is the most motivating factor according to you? Explain your answer
10. If you were placed as the officer in charge of employees, what would you do to improve their performance?



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