



THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE: CASE STUDY IN HORMUUD COMPANY IN MOGADISHU SOMALIA

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ABSTRACT

This research aims to analyze the drivers of employee motivation to high levels of employee performance. The Purpose of this study is to explore the effect of motivation on employee performance in Hormuud Company in Mogadishu Somalia. The study has the following objectives; to assess the effect of monetary rewards on employee performance in Hormuud Company in Mogadishu Somalia, to establish the effect of job enrichment on employee performance in Hormuud Company in Mogadishu Somalia and to determine the effect of training on employee performance in Hormuud Company in Mogadishu Somalia. The study was utilized descriptive research design in order to describe the variables of the study. The target population of this study was 5000 and sample size of 60. The Data was being collected used structured questionnaire as a research instrument. The data was being analyzed using percentages, frequencies, graphs and regression analysis with the help of Statistical Package for Social Science (SPSS version 16). The results and findings indicated that monetary rewards, job enrichment have significant and positive effects on employee performance, in while there is positive and insignificant effect of training on employee performance also results indicate there were good relationship between motivation and employee performance and the research results showed that employee motivation influences employee performance of Hormuud Company in Mogadishu Somalia. The researcher recommends that all employees should be motivated to ensure they are retained and this will improve performance. In this way overall organizational productivity and effectiveness can be enhanced.

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INTRODUCTION

According to (Omollo, 2015), Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. Each branch manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organization needs. The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an

organization is motivated by some different way. When talking in term of employee motivation, it can be simply defined as "Employee motivation is a reflection of the level of energy, commitment, and creativity that a company's workers bring to their jobs." The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But that's easier said than done! Motivation practice and theory are difficult subjects, touching on several disciplines Shahzadi et al. (2014). Motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important role. All organization encounters

the matter of motivation whether they are in the public or private sector (Chintaloo & Mahadeo, 2013). According to (Chaudhary & Sharma, 2012) basically motivation word is derived from "Motive". The meaning of "motive" is needs, wants, and the desire of the persons. So that "employees motivation mean the process in which organization inspiring our employee with the shape of rewards, bonus etc. for achieving the organizational goals. Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So we can say that human resources are the very important or most competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the employee of any organization. So the motivation is main factor that affect the human resources of the organization. The organization should be motivating their employees for the best performance or for achieving the organizational goals. In fact motivation is the best tool for best performance. Today there are many discussions about motivation and the relationship of employee's efficiency and the organizational efficiencies. Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar & Shafighi, 2013). Attractive Salaries or pays also a Valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization (MUOGBO, 2013).

Literature review

This study sought to assess the effect that motivation had on the job of workers of the Kenya Commercial Bank in Migori County. The study also focused on the demotivating factors like delay of promotion, no clear career progression, unreasonable load, long working hours and lack of appreciation from the managers. This study adopted a descriptive design because it involved interviewing or administering questionnaire to a sample of individuals. Simple random sampling was used as no complexities were be involved. All that was needed was a relatively small, clearly defined population. The study employed the use of self administered questionnaire to collect the required primary data. Descriptive statistical analysis technique was employed to obtain useful summary of responses. Statistical Programme of Social Scientists (SPSS) version 17 tool was used to generate data that was presented in tables and pie charts as was necessary. Simple random sampling was used and total sample population was forty five employees. In conclusion, managers should know that employees are motivated by monetary rewards. It is recommended that there is need for managers to have a comprehensive motivation scheme in all aspects of an organization as this is directly proportional to the output of the employees (Omollo, 2015). Same study inquired what kind of factors influence employee motivation in Pakistan and finding up to which extent motivation affects the employ performance. Data is collected from 160 teachers of Government and private schools by using self-administered questionnaire. Regression analysis is applied to find the effect of employee motivation on employee's performance involving four variables employee motivation, employee performance, intrinsic rewards and employee perceived training effectiveness. The results of this study show that significant and positive relationship exists between employee motivation and employee performance. It is

also concluded that intrinsic rewards has a significant positive relationship with employee performance and employee motivation. This study concludes that employee perceived training effectiveness has a negative relationship with motivation. It is also proved from to their responses, they were provided with the training courses but this training was not implemented by them in their routine teaching as they considered it to be ineffective. They were not satisfied with the training provided to them and this affected their motivation to teach Shahzadi *et al.* (2014).

This study sought to examine the impact of employee motivation on organizational performance in the financial sector in Ghana. Data for the study was obtained from staff of four sampled financial institutions in Ghana. A sample size of 80 respondents was used for the study. This sample was selected through the simple random sampling technique. Questionnaire was used because of its wider application, high response rate, limited time in administration and less cost. Findings from the study suggest that leadership opportunities, recognition and employee appraisal, meeting employee expectations and socialization are the key factors that motivate employees. The findings further revealed that managerial standards, motivation, commitment, employee evaluations, positive work environment, technology, lack of incentives, comfort level and poor management are factors that affect employees' performance. Further, the study shows the impact of motivation on organizational performance as improving employees' level of efficiency, helping employees to meet their personal goals, employee satisfaction, and helping employees bond with the organization (Ibrahim, 2015). Present research has been carried out for the purpose of measuring the effect of work motivation on job performance of employees in Islamic Revolution Housing Foundation, which has taken place in 2013. In this study, a sample containing 70 individuals was randomly selected according to Morgantable among the statistic population of 85 employees in Islamic Revolution Housing Foundation. Work motivation and job performance questionnaires were designed and the collected information were put into data analysis and hypothesis testing by using AMOS and SPSS software and the results show that the work motivation has a positive and significant effect on job performances of employees in Islamic Revolution Housing Foundation (Azar & Shafighi, 2013).

Another study was conducted to explore the relationship between the reward and employee motivation with respect to employee performance with mediating of training. To explore the relationship between the promotion and employees motivation with respect to employee performance with mediating of training. Data is gathering from all universities in wahcantt.30 questionnaires are distributed to each university, making a total of 150 questionnaires. But respondent is just 118 from all 150. All questions are based on the five likert scale. All are clear, simple and able to understand and float after the approval of the supervisor. All questionnaire distributed personal basis. The result indicates in the education sectormotivation play positive results in the performance aswell motivation increase as well as employee performance is increase. Our results also show the positive relationship (Asim, 2013). This paper a deeper investigation is made to identify the impact of Motivation on performance of the employees. Independent variables used to gauge Motivation are Training and Development, Reward and Recognition and Delegation of Authority whereas the dependent variable is employee

performance. Descriptive and explanatory design has been adopted for this study and the survey questionnaire comprised of 20 questions prepared based on Likert Scale (strongly disagree -1 and 5 for strongly agree). Sample size consisted of 100 employees from electronic manufacturing company in china and used simple random probability sampling technique. Collected details were analyzed via SPSS employing regression and correlation. The most interesting aspect is that result of this study found all the factors chosen have significant relationship with motivation. Moreover, it found Training and Development, Reward and Recognition, and Delegation of Authority has significant impact on performance of employee (Bao & Nizam, 2015).

This study sought to establish the effect of motivation on employee performance in the Public Middle Level Technical Training Institutions in Kenya. The study adopted a descriptive research design. Sample size was 315 targeting administrators, heads of department, teaching staff and non teaching staff. A structured questionnaire with likert scale questions was used to collect data from the respondents. An interview was also conducted with the administrators and heads of department. The study used two content theories that explain the specific factors that motivate people and two process theories which are concerned about the psychological and behavioral processes that motivate an individual. Most employees in Public Middle Level Technical Training Institutions in Kenya nowadays hold diplomas and degrees in various disciplines of studies. The study found that employees are not satisfied with their pay and work environment. Limitations: the study was conducted in one county and therefore cannot be generalized in other public and private institutions. Practical Implications: The practitioners and policy makers of technical institutions should use this study in developing policies and strategies to manage their human resources (EK & Mukuru, 2013). Another study explored the impact of motivation on employee's performance of beverage industry in Pakistan. The data for present study has been collected from five major cities of Pakistan using structured questionnaire. Results from present study explores that motivation plays a vital role toward the performance of employees in beverage industry of Pakistan ZAMEER *et al* (2014).

This research examined the impact of motivation and recognition on employee's performance in public and private sector banks of Punjab and Haryana. In the current era it is a challenge for the managers to imply strategies which motivate employees to improve their work performance and productivity. Structured questionnaire is used to collect the required primary data from 100 respondents in public and private sector banks in Punjab and Haryana. Descriptive statistics, correlation, regression analysis, factor analysis and t-test are used as statistical tools in analysis. The study found that Performances of employees are significantly affected by the salary and other monetary benefits provided by the organization. Recognition is the most important non monetary reward which improves performance of the employees of banks. Employees feel that their organization should provide them more opportunities for personal growth and advancement. Practical implications: The research offers a more precise way to understand the impact of different factors of motivation and recognition on performance of employees of banks. Management of Public and private sector banks can recognize the importance of non monetary rewards with

monetary ones to improve productivity and performance. This research is one of the very few that has been made from the perspective of employees (Aryan & Singh, 2015). Same study investigated the place of motivation on employees' performance in the Nigerian Banking Industry. The study was conducted in the area of Lagos Island, Nigeria and population consisted of 5 selected banks in that location. 80 questionnaires were distributed to the employees of selected banks, of which 67 were returned. The study used descriptive statistics such as mean and standard deviation to answer the first 2 research questions posed in the study. The main finding of the study clearly evidenced that motivation has an effect on employees' performance (Alalade & Oguntodu, 2015).

Another study explored the effect of motivation on employee's performance of telecommunication companies in Somalia. The study was utilized descriptive research design in order to describe the variables of the study. The target population of this study was 5000 and sample size of 98. The Data was being collected used structured questionnaire as a research instrument. The data was being analyzed using percentages, frequencies, graphs and regression analysis with the help of Statistical Package for Social Science (SPSS version 22). The results and findings indicated that financial incentives, employee empowerment have significant and positive effects on employee performance while training and development have strong negative and highly significant correlation on motivation and employee performance also results indicate there were good relationship between motivation and employee performance and The research results showed that employee motivation influences employee performance of Telecommunication Companies in Somalia. The researcher recommends that all employees should be motivated to ensure they are retained and this will improve performance. In this way overall organizational productivity and effectiveness can be enhanced (Sh. Yusuf & GICHINGA, 2016).

MATERIALS AND METHODS

The study population of this research was the employees at Hormuud Company in Mogadishu-Somalia. According to (Sh. Yusuf & GICHINGA, 2016) the Hormuud company told the researchers the number of their employee were, 5000 of employees which comprises both the male and female employee. The sampling frame describes the list of all population units from which the sample is selected (Sh. Yusuf & GICHINGA, 2016). For this study, the sampling frame was being obtained from a list of all Hormuud staff which was 5000.

Sample Size

Sloven formula was being used to this study to determine the sample size. Slovene's formula were using to obtaining the sample size. Denoting by n the sample size, Slovene formula is given by $n = N / (1 + (N * e^2))$.

Where

n = sample size

N = target population

e =level of significance /marginal error 5%

$$n = \frac{N}{1 + N(e)^2} = \frac{5000}{1 + 5000(0.0025)}$$

$$n = \frac{5000}{1+12.5} = \frac{5000}{13.5} \quad n= 370 \text{ participants}$$

Since sample size is too large the researcher used reducing formula to minimize sample size.

$$\text{New sample size} = \frac{ss}{1+(ss-1)/T.popu}$$

$$N_{ss} = \frac{370}{1+(370-1)/60} = \frac{370}{6.16} = 60$$

(Sh. Yusuf & GICHINGA, 2016), suggest that where time and resources allow, a researcher could take as a bias as possible sample size. However they argue that samples depend on many factors such as, the number of variables in the study, the type of research design, the methods of data analysis and size of the accessible population. They also argue that there are no clear answers with regards to how large a sample should be. And they suggest the general principal of the smaller the population, the bigger the ratio of the sample size to population size. The study’s sample size was 60. Questionnaires were self-administered with open ended questions. The sample was carefully selected from the whole population of 5000 employees; the sample relayed the relevant cross cutting characteristics to represent the entire population. The researcher employed stratified sampling technique to come up with the sample of the entire population.(Sh. Yusuf & GICHINGA, 2016) Also argue that stratified random sampling is an appropriate methodology in order to make proportionate, and therefore meaningful, comparisons between sub-groups in the population.(Sh. Yusuf & GICHINGA, 2016) Indicate that a stratified random sample typically reflected the characteristics of the population as a whole hence the choice of stratified sampling method. It was convenient to administer the questionnaires to the sample size chosen. The use of stratified sampling technique chosen for it improves sampling process after identifying the needed sample size. The researcher was use the method to divide the population in to homogeneous subgroups (strata), each stratum is then sampled individually this ensure more representative sample was derived from relatively homogeneous population after dividing the total number of the population with the sample size to obtain the sampling fraction. The size of the sample in each stratum wastake in proportion to the size of the stratum through, proportional allocation. The stratification was in accordance to the job group of the employees. These helped in especially establishing which employees and at what level are motivated to perform well.

In this study probability sampling procedure was used particularly stratified random sampling (SPSS) was used to select the sample. For each selected population, stratified random sampling is method sampling where the researcher selects a sample without bias from the target/accessible population. This study was used questionnaire instrument as main tool for collection data, which uses in quantitative research and questionnaire was adapted from (Sh. Yusuf & GICHINGA, 2016). Questionnaire may be defined as technique of data collection in which each person is asked to respond to the same set of questions in predetermined order. The selection of this tool has been guided by the nature of data to be collected, the time available as well as by the objectives

of the study and the overall aim of study is to investigate the relationship between employee performance and motivation. And questionnaire techniques were adopted in collecting primary data as it provides and efficient way of collecting responses from a large sample size.

For the purpose of this study a quantitative methodology involving a self administered questionnaire was being used as the measuring instrument. The self administered questionnaires was distributed to groups of people simultaneously, since they were less costly and less time consuming than other measuring instruments.

Data presentation, analysis and interpretation

Table 1. Respondent by Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	43	71.7	71.7	71.7
	Female	17	28.3	28.3	100.0
	Total	60	100.0	100.0	

Source: Primary Data: 2017

Findings in table: 1 Shows that the Majority of the Respondents 43(71.7%), Were Male, while 17(28.3%).only were Female, However this Table shows that The Majority of Respondents were Male.

Table 2. Respondent by Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	44	73.3	73.3	73.3
	30-40	13	21.7	21.7	95.0
	40-50	2	3.3	3.3	98.3
	above 50	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Source: Primary Data: 2017

Findings in table 2 Summarizesthat the age of respondents, which are categorized by 20-30, 30-40, 40-50 and above 50. The ages “between”20-30, were the most age holds, which had response rate of 44(73.3%). The second ages werethe ages “between” 30-40, which had therate of 13(21.7%), the third ages were the ages “between” 40-50, which had the rate of 2(3.3%). The fourth ages were above 50, which had the rate of 1(1.7%).

Table 3. Respondent by Marital Status

Marital State					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	26	43.3	43.3	43.3
	Marriage	34	56.7	56.7	100.0
	Total	60	100.0	100.0	

Source: Primary Data: 2017

Findings in table 3 Summarizes, in Marital Status the results shown that marriage were majorityof respondents of the

distributed questionnaire which respondent rate were 34(56.7%), and the second respondents were single which respondent rate were 26(43.3%).

Table 4. Respondent by Educational Level

Educational Level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	6	10.0	10.0	10.0
	bachelor degree	42	70.0	70.0	80.0
	master holder	8	13.3	13.3	93.3
	other equivalent	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

Source: Primary Data: 2017

Findings in table 4 summarize that the level of education and the respondents are categorized by diploma, bachelor degree, master holder and other equivalent. The majority of the respondents were bachelor degree which respondent rate were 42(70.0%), the second respondents were master holder which respondent rate were 8(13.3%), the third respondents were diploma which respondent rate were 6(10.0%) and the fourth were other equivalent which respondent rate were 4(6.7%).

Table 5. Monetary Rewards

Statements	N	Mean	Std. Deviation	Interpretation
Monetary reward is the most important factor that motivates employees	60	2.87	1.334	GOOD
The main purpose of monetary reward is to attract, retain and motivate qualified employees	60	2.92	1.319	GOOD
Monetary reward is one of the most significant variables in explaining job performance	60	2.87	1.308	GOOD
There is positive relationship between monetary reward and performance	60	2.80	1.232	GOOD
The monetary reward can help to create positive competition inside the organization.	60	2.87	1.295	GOOD
Valid N (listwise)	60			

Source: Primary Data: 2017

According to Findings in table 5 shows that the respondents were GOOD that the monetary reward is the most important factor that motivates employees as indicated in the mean of (M= 2.87), while respondents were GOOD that the main purpose of monetary reward is to attract, retain and motivate qualified employees as indicated by the mean of (M= 2.92), followed by that the respondents were GOOD that the Monetary reward is one of the most significant variables in explaining job performance which got the mean of (M= 2.87), while the respondents were GOOD that if there is positive relationship between monetary reward and performance as indicated in the mean of (M= 2.80), and the respondents were GOOD that the monetary reward can help to create positive

competition inside the organization as indicated by the mean of (M=2.87).

Table 6. Job Enrichment

Statements	N	Mean	Std. Deviation	Interpretation
Job enrichment has a good effect on skill improvement of employees	60	2.70	1.266	GOOD
Job enrichment is one of the most influential means of motivating employees	60	2.73	1.326	GOOD
Job enrichment plays an important role in both social and working life	60	2.85	1.287	GOOD
Job enrichment Leads the employee to use variety of skills to increase the production of the company	60	2.83	1.317	GOOD
Job enrichment expresses the general attitude of the employee	60	3.03	1.327	GOOD
Valid N (listwise)	60			

Source: Primary Data: 2017

According to findings in table 6 shows that the respondents were GOOD that the Job enrichment has a good effect on skill improvement of employees as indicated by the mean of (M= 2.70), while the respondents were GOOD that the Job enrichment is one of the most influential means of motivating employees as indicated by the mean of (M= 2.73), while the respondents were GOOD that the Job enrichment plays an important role in both social and working life as indicated in the mean of (M= 2.85), while the respondents were GOOD that the Job enrichment Leads the employee to use variety of skills to increase the production of the company as indicated by the mean of (M= 2.83), while the respondents were GOOD that the Job enrichment expresses the general attitude of the employee as indicated by the mean of (M= 3.03).

Table 7. Training

Statements	N	Mean	Std. Deviation	Interpretation
Training provides opportunities for personal growth, increased responsibility, and increased social status	60	2.75	1.434	GOOD
Job performance is the result of result of training employees of the Organization	60	2.32	1.347	POOR
There is positive relationship between training and perceived performance of employee	60	2.38	1.379	POOR
Effective training makes the company's employees to be more productive	60	2.25	1.323	POOR
Job training contributes to maintaining labor peace, and increasing organization's productivity	60	2.40	1.380	POOR
Valid N (listwise)	60			

Source: Primary Data: 2017

According to findings in table 7 shows that the respondents were GOOD that Training provides opportunities for personal growth, increased responsibility, and increased social status as indicated by the mean of (M= 2.75), while the respondents were POOR that the Job performance is the result of training employees of the Organization which indicated by the mean of (M= 2.32), while the respondents were POOR that the Effective training makes the company's employees to be more productive as indicated by the mean of (M= 2.38), while the respondents were POOR that the Effective training makes the company's employees to be more productive as indicated by the mean of (M= 2.25), and the respondents were POOR that the Job training contributes to maintaining labor peace, and increasing organization's productivity as indicated by the mean of (M= 2.40).

Table 8. Employee Performance

Statements	N	Mean	Std. Deviation	Interpretation
Employee performance is the result of motivated employees	60	2.78	1.263	GOOD
Employee performance helps organization to be more productive	60	2.88	1.316	GOOD
The goals of employee performance include employee development and organizational improvement	60	2.92	1.239	GOOD
Employee performance helps both personal development and organizational goals	60	2.87	1.346	GOOD
Employees who are satisfied with their jobs are more productive than others	60	2.83	1.380	GOOD
Valid N (listwise)	60			

Source: Primary Data: 2017

According to findings in table 8 shows that the respondents were GOOD that the Employee performance is the result of motivated employees as indicated by the mean of (M= 2.78), while respondents where GOOD that the Employee performance helps organization to be more productive as indicated with the mean of (M= 2.88), while the respondents were GOOD that the goals of employee performance include employee development and organizational improvement as indicated by the mean of (M=2.92), while the respondents were GOOD that the Employee performance helps both personal development and organizational goals as indicated by the mean of (M= 2.87), and finally the respondents were GOOD that the Employees who are satisfied with their jobs are more productive than others as indicated by the mean of (M= 2.83).

Table 9 shows that the first objective of the study which is monetary rewards has strong positive correlation with the dependent employee performance variable with the value of 0.527, while the second objective of the study which is job enrichment has strong positive correlation with the dependent employee performance variable with the value of 0.502, and finally the third objective of the study which is training has weak positive correlation with the dependent employee performance variable with the value of 0.230. This indicates that monetary rewards and job enrichment have the strong influence on employee's performance in Hormuud Company,

in while there is less effect between training and employee performance in Hormuud Company.

Table 9. Correlations between variables and DV

		Correlations			
		Monetary rewards	Job enrichment	Training	Employee performance
monetary rewards	Pearson Correlation Sig. (2-tailed) N	1 60	.243 .062 60	.188 .150 60	.527(**) .000 60
job enrichment	Pearson Correlation Sig. (2-tailed) N	.243 .062 60	1 60	.313(*) .015 60	.502(**) .000 60
Training	Pearson Correlation Sig. (2-tailed) N	.188 .150 60	.313(*) .015 60	1 60	.230 .077 60
employee performance	Pearson Correlation Sig. (2-tailed) N	.527(**) .000 60	.502(**) .000 60	.230 .077 60	1 60

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data: 2017

Table 10. Correlations between motivation (IV) and employee performance (DV)

		Correlations	
		Motivation	Employee performance
Motivation	Pearson Correlation Sig. (2-tailed) N	1 60	.716(**) .000 60
Employee performance	Pearson Correlation Sig. (2-tailed) N	.716(**) .000 60	1 60

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

Source: Primary Data: 2017

Table 10 shows beta values which mean individual independent motivation variables influence on dependent employee performance variable. Result indicates that motivation has the strong influence on employee's performance in Hormuud Company with beta value. 0.716.

Table 11. Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654(a)	.427	.397	2.290

a Predictors: (Constant), training, monetary rewards, job enrichment

Source: Primary Data: 2017

Model summary is a summery that describes how far the independent variables explain the dependent variables that mean the greater R value has the great number the greater independent variables explain with dependent variable. In order to test the research hypotheses, a standard multiple regression analysis was conducted using employee performance the dependent variable, and the three investigations determine effect of motivation of the employee

Table 12. Analysis of Variance

ANOVA(b)						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	219.205	3	73.068	13.935	.000(a)
	Residual	293.645	56	5.244		
	Total	512.850	59			

a. Predictors: (Constant), training, monetary rewards, job enrichment
b. Dependent Variable: employee performance

Source: Primary Data: 2017

Table 13. Regression Coefficients

Coefficients(a)						
Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.223	1.539		.145	.885
	monetary rewards	.444	.109	.427	4.068	.000
	job enrichment	.297	.083	.390	3.590	.001
	training	.029	.111	.028	.259	.796

a Dependent Variable: employee performance

Source: Primary Data: 2017

performance: monetary rewards, job enrichment, and Training as the predicting variables. Table 11 present the regression results. From the model summary in table 12, it is clear that the adjusted R^2 was 0.397 indicating that a combination of: monetary rewards, job enrichment, and Training explained 42.7% of the variation in the employee performance of Hormuud Company in Mogadishu Somalia. From the ANOVA table 12, it is clear that the overall standard multiple regression model (the model involving constant, monetary rewards, job enrichment, and Training is significant in predicting how: monetary rewards, job enrichment, and Training determine employee performance of Hormuud Company in Mogadishu Somalia. The regression model achieves a degree of fit as reflected by an R^2 of 0.427 ($F = 13.935$; $P = 0.000 < 0.05$).

Table 13 presents that the regression results on how: monetary rewards, job enrichment, and Training determine employee performance of the Hormuud Company in Mogadishu Somalia. The multiple regression equation was that: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$ and the multiple regression equation became: $Y = 0.223 + 0.444X_1 + 0.297X_2 + 0.029X_3$ As depicted in table 4.8, there was positive and significant effects of monetary rewards on employee performance ($\beta = 0.427$; $t = 4.068$; $p < 0.05$). There was positive and significant effects of job enrichment on employee performance ($\beta = 0.390$; $t = 3.590$; $p < 0.05$). However, there was positive and insignificant effects of training on employee performance ($\beta = 0.028$; $t = 0.259$; $p > 0.05$).

Conclusion

Based on the findings of this study, the following conclusions were drawn. The results reveal that monetary rewards, job enrichment have significant and positive effects on employee performance while training have strong negative and highly insignificant correlation on employee performance also results indicate there were good relationship between motivation and employee performance and The research results showed that employee motivation influences employee performance of Hormuud Company in Mogadishu Somalia. The results of correlation analysis in this study have demonstrated that motivation of employees have positive relationship with employee performance, which is statistically significant (p -value < 0.05). This means that enhancing employee motivation positively

improves employee performance. Some employees were very little motivated as there is no recognition after good performance and no feedback after performance of duties so the organization has to come up with strategy that can be the result which the organization can use competitive strategy in market and also their workers become satisfied and loyal then the point of the study be reached which was employee performance those produce more and that cannot be true unless quality of human resource management has a critical influence on the performance of the company.

Recommendations

This section was informed from the research questions that asked possible recommendations that should be given to improve the performance in each of the three research questions. From the study, the following are the recommendations as established by the research;

1. The Hormuud Company should also come up with uniform salaries of their staff because some employees were poor pay and while others were highly paid. The results and findings indicated that Human Resource Management should come up with an effective performance measurement system that rewards hard workers and penalizes ineffective workers.
2. It is important to develop such an atmosphere where employees are well satisfied with their jobs and cooperative with each other. In this way employees will be in position to utilize their full potential in their jobs.
3. The research study strongly suggests that the teamwork activities must exist in the organizational environment.

Suggestions for further research

According to the research further studies should be undertaken to establish what motivates employees, since the study pointed out that, employees were highly motivated by monetary rewards yet, employers insist on other motivators like training, parties and team building.

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