

## The Impact of Motivation on Public Personnel Job Performance in Bandir Regional Administration of Somali Federal Government

Abdulkadir Mohyadin Ahmed<sup>1</sup>, Garad Yusuf Mohamud<sup>2</sup>

Faculty of Economics & Social Science, SIMAD University,  
SOMALIA.

<sup>1</sup>abdikadirdalha@yahoo.com, <sup>2</sup>garaadsomali@gmail.com

### ABSTRACT

*The purpose of this study is to examine the impact of motivation on public personnel job performance in Bandir Regional Administration of Somali Federal Government. The study has three key dimensions to be investigated. These dimensions are Extrinsic motivators ((Pay, working conditions, and physical surrounding), Intrinsic motivators (Achievement, Responsibility and advancement) and measuring public personnel performance purposive sampling procedure was used to draw a sample of 144 from fifteen (15) sections in Banadir Regional Administration. 15 members were section heads while the rest of 129 were low level employees of those sections in terms of analysis, Descriptive statistics of mean and standard deviation were used the survey found that practicing motivation for the public employees with special emphasis of extrinsic and intrinsic motivators was highly rated with (total mean index of extrinsic was 1.50 and standard deviation of .527) which means strong satisfied.*

*The researchers also realized that applying intrinsic motivators of an employee have strong impact on his/her job performance this part had also high rate (total mean index 1.78 and STD. Deviation .638) which means strong agreed the found result of the measuring public sector employee job performance was highly rated by the respondents based on the three dimension examined (total mean index was 1.41, STD. Deviation .575) this means strongly satisfied the researchers recommended for Banadir Regional Administration to employ and to adopt practically the motivational factors discussed in the study for their civil servant in order to produce a highly satisfactory job performance. the study also recommended that the Bandir Regional Administration should apply the three measures of public personnel performances to ensure public employees performance appraisal Finally, the researchers recommended due to the significance of the topic for further study of this field to ensure the reliability and to identify more motivational factors.*

**Keywords:** Motivation, Public Personnel, Extrinsic motivators and intrinsic motivators

### INTRODUCTION

To trace back to the global historical revolution of motivation, the current notion of employee motivation started to take roots in the 1960s and sought to tailor the work environment and incentive structure to harness as much as possible workers' untapped reserves of skills, idea and other potential benefits to an organization (Bobbins & Judge, 2008) under the suggestion by , job motivation should make workers to feel that they were responsible and put contributions to the work done it should also give to workers an intrinsic meaningful outcome to their personality and finally to provide employee feedback to his/her accomplishment human being encounters challenges in achieving its goals motivation is the most helpful tool that can move human being forward to accomplish its desired goals as a vehicle requires

machine with fuel to start and move, humans particularly employees need motivation to speed up and perform as expected. (Author, 2013)

As described by Buchanan in his article of Job Performance and Satisfaction, the question of the relationship between the motivation and performance has been a puzzle struggling by the organizational psychologists for at least 50 years. Some researchers have attempted to demonstrate the relationship of both variables (motivation and performance) they described in this fashion "a happy worker is a good worker" to describe the cross cutting relationship of motivation and performance (Bobbins & Judge, 2008)

According to the African countries, there is public employees motivational dilemma, for example Uganda public employees' context, the salaries of the public servants as stipulated by the Government of Uganda are very low and this resultantly does not encourage good performance. This is indicated in the Government of Uganda salary structure for public servants. (Opu Stella, 2008).

According to the statement by Aweys Sheik Haddad DG of the directorate of the labor, youth and sport of the ministry of Social development services, Somali civil servants have been suffering lack of care including basic remuneration, job safety, training and so on. This has contributed that the Somali civil servants felt no care and resulted poor performance by the national civil servants (Haddad, 2013),

## **LITERATURE AND HYPOTHESIS**

According to Smith (Smith, 1994), it is because of the survival of the company Amabile (1993) has added to this statement by arguing that managers and organizational leaders should learn, understand and deal with their employees' motivation effectively this is very important for them; since motivated employees are necessary to let the organization being successful in the next century. She also has an argument describing that unmotivated employees are likely to show little effort in their jobs, avoid or be reluctant the workplace as much as possible, exit the organization and produce low quality of work in the case that employees are motivated; they help organizations survive in rapidly changing workplaces (Lindner, 1998) Linden also argues that the most complex function of managers is to motivate employees; because what motivates employees changes constantly (Bowen, 1991).

According to the historical development, the term motivation arose in the early 1880's; before that time the term "will" was used by philosophers as well as social theorists when discussing effortful, directed and motivated human behavior (Forgas, 2005) According to their view, motivation used to be considered as: an entity that compelled one to action lately, many various researchers came up with definitions of motivation motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, 1995);

According to Greenberg/Baron (2003) defined motivation as "the set of psychological process that cause the arousal, direction, and persistence of individual's behavior toward attaining a goal motivation can be Extrinsic and intrinsic as explained by Amabile (1993).

Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity and self-expression or personal challenge in the work individuals are extrinsically motivated when they engage in the work order to obtain some goal that is apart from the work itself both these types of motivation refer to the direct relationship between a worker and the task, and is usually self-applied examples of intrinsic motivation are achievement,

accomplishment, challenge and competence which are derived from performing one's job well (Afful-Broni, 2004) extrinsic motivation comes from the work environment, external to the person and his or her work Good salary, fringe benefits, enabling policies and various forms of supervisions are good examples of this type of motivation (Monkoe, 2006).

## CONCEPTUAL FRAMEWORK



### H1: Motivation has a positive relationship on Job performance

Campbell (1990) also suggested determinants of performance components individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation declarative knowledge refers to knowledge about facts, principles, objects it represents the knowledge of a given task's requirements for instance, declarative knowledge includes knowledge of principles, facts, ideas, if declarative knowledge knows what to do, procedural knowledge and skill knows how to do it for example, procedural knowledge and skill includes cognitive skill, perceptual skill, and interpersonal skill.

## METHODOLOGY

### Research Design and Sample Procedure

In this study, the researchers employed a Descriptive research design as data collection tool. According to the Fink, (2009), descriptive design is an information collection method used to describe, compare or explain individual and societal knowledge, feelings, values, preferences and behaviors the survey research design is considered as a self-report study which requires the collection of quantifiable information from the sample as outlined by Oso and Onen (2008), information collected through survey design may be used for various purposes such to provide numeric description of some part of the target population, to describe and explain events regarding as they are, as they were and as they will be the researchers have selected this research design due to a considerable issues such economic, rapid and easy data collection, target population knowledge level and suitability of extensive research the sampling procedure that was used by the researchers was purposive or judgmental one purposive sampling aids as a tool that enables the researchers to decide who was to be included in the sample due to the uncertainty of the availability of the target population the researchers have preferred this method as it emphasis useful and desired cases, it also saves time and reduces possible costs to be incurred in the study conduction.

### Reliability of The Instrument

According to Joppe (2000) validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others the researchers considered the validity test of the study by assessing whether the findings are really about what they appear to be about and ensuring whether the relationship between the variables is casual one to reduce the possibility of getting the wrong answers, the researchers gave more attention to reliability and validity of

the study the researchers assessed the study reliability whether the measures yield the same results on other occasions and similar observations be reached by others as well as how the transparency was made from the raw data To get the reliability of the study the researchers was analyze Cronbach's Alpha which proposes 0.70 as minimum acceptable for internal consistency of variables; the current study scored 0.79 which is acceptable for further research.

## FINDINGS AND CONCLUSION

### Demographic Characteristics of the Respondents

This section of the study presents the background information of the researchers' respondents those who participated in the study.

Table 1. Demographic Characteristics of the Respondents

| <i>Demographic Characteristics</i> | <i>Frequency</i> | <i>%</i>    |
|------------------------------------|------------------|-------------|
| <b>1. Gender</b>                   |                  |             |
| Male                               | 82               | 56.9%       |
| Female                             | 62               | 43.1%       |
| <i>Total</i>                       | <i>144</i>       | <i>100%</i> |
| <b>2. Age</b>                      |                  |             |
| 20-30                              | 60               | 41.7%       |
| 30-40                              | 74               | 51.4%       |
| 40<                                | 10               | 6.9%        |
| <i>Total</i>                       | <i>144</i>       | <i>100%</i> |
| <b>3. Marital Status</b>           |                  |             |
| Married                            | 76               | 52.8%       |
| Single                             | 68               | 47.2%       |
| <b>4. Position</b>                 |                  |             |
| Low level                          | 129              | 89.6%       |
| Section heads                      | 15               | 10.4%       |
| <i>Total</i>                       | <i>144</i>       | <i>100%</i> |
| <b>5. Educational Level</b>        |                  |             |
| Secondary                          | 59               | 34.0%       |
| Diploma                            | 61               | 42.4%       |
| Bachelor                           | 33               | 22.9%       |
| Master                             | 1                | 7%          |
| <i>Total</i>                       | <i>144</i>       | <i>100%</i> |

### Demographic Characteristics of the Respondents

As indicated by table 1 the majority number of the respondents (56.9%) were male while the female respondents were 43.1%. based on this percentage, it shows that male have typically occupied in the number of Mogadishu local government employees comparing to the female

number but it is different as expected it has not yet assessed why female are less in terms of employee number in both public and private sectors especially in Somalia in terms of age, (41.7%) of the respondents were between 20-30 years old, (51.4%) were between 30-40 years old, this number shows that the ages between 30-40 were the highest number that clearly indicates the major employees of Mogadishu local government are mainly in the age of youth who are newly educated in terms of ages above 40, (6.9%) were the respondents and this shows the lowest number of respondents were the people above the age of forty in terms of marital status (52.8) of the respondents were married while (47.2) were single in terms of educational background, 34.0% of the respondents were secondary level the majority of these respondents were public schools graduates of the former military government of Somalia they mainly used to work for the local government of former military and central administration of Somalia and they are still working. (42.4%) were diploma level, (22.9%) were bachelor degree and (.7%) hold master degree this last indicator shows that the master degree holders are very less in the respondents of the study this percentage equals one respondent out of the 144 who were questioned.

### Descriptive Analysis of Impact of Motivation on Public Personnel Job Performance

Table 2. Extrinsic Motivators

| <i>Objective 1:<br/>To determine the role of extrinsic motivators<br/>(Pay, working conditions, supportive<br/>physical surrounding,) in employee job<br/>performance in Mogadishu local<br/>government.</i> | <i>Mean</i> | <i>Std Deviation</i> | <i>Interpretation</i> |
|--|-------------|----------------------|-----------------------|
| Gaining adequate salary improves public employees job performance  | 1.10        | .297                 | Strongly Agree        |
| Creating an effective working condition encourages good job performance  | 1.66        | .671                 | Strongly Agree        |
| Working at a supportive physical environment promotes employee job performance   | 1.74        | .614                 | Strongly Agree        |
| <i>Mean Index</i>  | 1.50        | .527                 | Strongly Agree        |

#### Sources of Primary Data 2014

Descriptive analysis of determining the role of extrinsic motivators (Pay, working conditions, supportive physical surrounding,) in employee job performance in Mogadishu local government.

In this part, the researchers presented descriptive result of impact of motivation with a special emphasis of extrinsic motivators on public personnel job performance of Mogadishu local government the table 4-2 indicated the views of the survey respondents regarding three main dimensions of extrinsic motivation to assess its impact on public personnel job performance. First, when the public employee is paid with an adequate salary, this improves his/her job performance the survey respondents were questioned with this and they positively replied with strongly agreed the mean was 1.10 and the Std Deviation was .297 Second, the existence of an effective working condition such supportive work facilities can encourage good job

performance by the public employees the survey respondents replied positively and strongly agreed with the researcher the mean was 1.66 and Std Deviation was .671.

Third, when the Mogadishu local government makes possible for its civil servants to work at a supportive physical environment, it can promote the public employee job performance towards national duties the respondents were asked with this question and they responded definitely with strong agreement with the survey researcher the mean of this question was 1.74 and std deviation of .614.

As the total mean index (1.50) shows that the respondents of these three items believed that the Mogadishu local government should practice the extrinsic motivators to improve its civil servant job performance.

**Table 3. Intrinsic Motivators**

| <i>Objective II: To examine how the intrinsic motivators (Achievement, Responsibility and advancement) improve the job performance by the Mogadishu local government.</i> | <i>Mean</i> | <i>Std deviation</i> | <i>Interpretation</i> |
|---|-------------|----------------------|-----------------------|
| Sense of work achievement uplifts the employee job performance  | 1.83        | .679                 | Strongly Agree        |
| Feeling responsibility over the job pushes the employee to perform better   | 1.38        | .486                 | Strongly Agree        |
| Advancement by the employees from position to another encourages their job performance.   | 2.13        | .750                 | Agree                 |
| Mean Index  | 1.78        | .638                 | Strongly Agree        |

Sources of Primary Data 2014

Descriptive analysis of examining how the intrinsic motivators (Achievement, Responsibility and advancement) improve the job performance by the Mogadishu local government.

In this section, in the table 4, it is about investigating how the intrinsic motivators such employee achievement, feeling of responsibility and personal advancement improve the public personnel job performance first, item was employees’ sense of work achievement is considered to uplift the employee job performance the respondents were asked with this question and they replied positively with a mean of 1.83 and STD Deviations of .679 strongly agreed).

Second item or dimension was about feeling responsibility over the job by the public employees pushes the employee to perform better this question was looking whether the employee feels responsibility and care of his/her job may contribute better job performance the survey respondents strongly agreed with a mean of 1.38 and STD. Deviation of .486.

Third dimension, when the employee advances from position to another, it may encourage his/her job performance this means that personal employee advancement and promotion can improve and lead to a positive and satisfied job performance the respondents answered this question with a mean of 2.13 and STD Deviation of .750 strongly agreed.)

In totaling of this section, the total mean index shows 1.78 strongly agreed.

**Table 4. Measuring Public Sector Employees Performance**

| <i>Objective III: To explore ways of performance measures in the public sector especially Mogadishu local government</i> | <i>Mean</i> | <i>Std. deviation</i> | <i>Interpretation</i> |
|--|-------------|-----------------------|-----------------------|
| Administrative data such truancy scores may measure public employee performance  | 1.26        | .579                  | Strongly Agree        |
| Qualitative reports assembled from site visits survey can judge the employee performance                                 | 1.37        | .576                  | Strongly Agree        |
| The user report card style data through service users' survey can measure the performance of public employees            | 1.60        | .571                  | Strongly Agree        |
| <i>Mean index</i>  | 1.41        | .575                  | Strongly Agree        |

### **Measuring Public Sector Employees Performance**

In this section, the researchers presented descriptive result of measuring public sector employee job performance three key measurement tools were discussed to examine ways suitable for measuring the job performance by the public sector.

First item discussed when an administrative data such absenteeism scores are employed to measure the performance by the public sector the questions looked whether this measurement can be considered as a functional measurement the respondents replied positively with a mean of 1.26 and STD deviation of .579 (strongly agrees).

Second item was that when qualitative reports collected from site visit survey can judge the employee performance the respondents replied positively (mean was 1.37 and STD deviation .576, strongly agreed).

Third was if the user report card style data through service users' survey can measure the performance of public employees the respondents were asked this question and they replied positively (mean was 1.60 with STD deviation .571 strongly agree).

The respondents showed their believe relating to applying the above three public sector performance measurement tools can be suitably applied in Mogadishu local government for measuring its civil servants' performance towards provision of public service to the citizens ( total mean index for this section was 1.41, STD .575strongly agreed.)

### **DISCUSSIONS AND CONCLUSIONS**

This survey was designed to examine the impact of motivation on public personnel job performance in Mogadishu local government of Somalia researchers had a belief of if the public employees are motivated by the public sector especially Mogadishu local government can perform better and can fully carry out the national duties for the citizens this motivation for the public employees can also contribute an effective service delivery to the citizens.

The objectives of this study were as follows:

1. To determine the role of extrinsic motivators (Pay, working conditions, and physical surrounding) in employee job performance in Mogadishu local government.
2. To examine how the intrinsic motivators (Achievement, Responsibility and advancement) improve the job performance by the Mogadishu local government.

3. To explore ways of performance measures in the public sector especially Mogadishu local government.

The survey found that practicing motivation for the public employees with special emphasis of extrinsic and intrinsic motivators was highly rated with (total mean index of extrinsic was 1.50 and standard deviation of .527) which means strong satisfied the researchers also realized that applying intrinsic motivators of an employee have strong impact on his/her job performance this part had also high rate (total mean index 1.78 and STD. Deviation .638) which means strong agreed the found result of the measuring public sector employee job performance was highly rated by the respondents based on the three dimension examined (total mean index was 1.41, STD. Deviation .575) this means strongly satisfied.

In finally, the study found that the only possible ways to motivate public employees is to apply both extrinsic and intrinsic motivators to ensure well satisfied performance by the public sector. As the section head of Mogadishu local government apply the discussed motivational factors in the survey, they can easily see the immediate impact on employee's job performance it goes with saying that performance requires to be measured the survey also found that the public sector performance can be measured through the three tools discussed in the survey. This measurement can help the section heads to take decisions and review the employee performance

The aim of this study was to identify the impact of motivation with emphasis of intrinsic and extrinsic dimensions on public personnel job performance of Mogadishu local government. An empirical investigation was employed, using the simple descriptive analytical techniques.

1. First study objective was to determine the role of extrinsic motivators (Pay, working conditions, supportive physical surrounding,) in employee job performance in Mogadishu local government.

In this survey, it has been found that the applying and securing motivational dimensions such pay, working conditions and supportive physical environment can boost the employees to perform better. These three items were highly rated and responded positively (mean was 1.50 and STD. deviation of .527) in practical reality, the level of implementation of those motivational factors have been rated very low but the respondents expressed their strong agreement on that those factors can definitely improve the public employee job performance.

2. Second study objective was to examine how the intrinsic motivators (Achievement, Responsibility and advancement) improve the job performance by the Mogadishu local government.

Based on the second objective, the researchers learned that the internal motivators such employee achievement in his/her work, having sense of work responsibility and personal employee advancement can contribute and create motivated employee who can perform their assigned duties better and as expected by their top managers at the public sector. Emphasizing these three dimensions, the researchers found that they were rated highly as well with a mean of (1.78) and STD deviation of (.638)

3. Third study objective was to explore ways of performance measures in the public sector especially Mogadishu local government

The founded result of exploring suitable ways of exercising public sector performance measures was highly rated by the survey respondents agreeing strongly (mean index was 1.41 and STD deviation was .575). Based on this rate, it can be fully realized that the public office



mangers/administrators can use these measurement for public personnel performance appraisal.

## REFERENCES

- [1]. Afful-Broni, A. (2004). *Theory and Practice of Educational Leadership in Ghana*. www.amazon.com
- [2]. Bobbins & Judge. (2008). *Essential Organizational Behaviour*. www.amazon.com
- [3]. Bowen, B.(1991). Job Satisfaction of Agricultural Education Faculty: A constant Phenomena. *Journal of Agricultural Education*, 16-22.
- [4]. Buford, J. J. (1995). *Management in Extension (3rd ed)* . Columbus, Ohio, Ohio State University.
- [5]. Forgas, J. W. (2005). *Social Motivation, Conscious and Unconscious Process*. Cambridge University.
- [6]. Haddad, A. S. (2013). DG of the Directorate of Ministry of Social Affairs of Somalia. (S. N. (SNTV), Interviewer)
- [7]. Kreitner, R. (1995). *Management (6th ed)*. Boston: Houghton Mifflin Company.
- [8]. Lindner, J. R. (1998). *Understanding Employees Motivation* , *Journal of Extension*, 36(3).
- [9]. Monkoe, J. (2006). *Educational Administration and Management* . Kumasi, Ghana: Payless Publication Ltd.
- [10]. Smith, G. (1994). *Motivation*. In W. Tracy, *Human Resource Management and Human Development (2nd ed)*.