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THE RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE PRODUCTIVITY IN HIGHER EDUCATION INSTITUTIONS, MOGADISHU, SOMALIA CASE STUDY: UNIVERSITY OF SOMALIA (UNISO)

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ABSTRACT

This current study attempts to examine the Impact of Motivation on employee productivity at University of Somalia (UNISO) in Mogadishu Somalia, The objectives of this study was three and they were: 1- To investigate the relationship between reward System and employee productivity in Mogadishu Somalia, 2- To identify the relationship between Promotion and employee productivity in Mogadishu Somalia, 3- To examine the relationship between Training and employee productivity in Mogadishu Somalia. The researchers utilized convenient sampling to collect 122 questionnaires from University of Somalia in Mogadishu, Somalia. Employees were provided a questionnaire with four main construct which measuring Reward System, Promotion, Training and employee Productivity. However, using correlation coefficient, the study found that employee productivity (Dependent variable) had significant positive influence with three independent variables namely: Reward System, Promotion and Training. Also, the result of regression analysis found that two constructs had statistically significant, positive, and straight effects on employee Productivity.

KEYWORDS: *Motivation, Employee Productivity, Higher Education, University Of Somalia.*

INTRODUCTION

This paper explores the role of motivation in higher productivity. There is a general believe that man has the natural tendency to be lazy with regards to work and he is being forced by circumstances to work. According to some scientists, motivation is a need and organization is making great use of every facility in human works to achieve motivation. Productivity means the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. This study is therefore designed to find out the link between the extent to which various motivation strategies encourage the workers to improve their job commitment and increase their productive capacity.

A very few organization believes that the human personnel and employees of any organization have its main assets to which can lead them to success or if not focused well to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goal achievements and encouraged, none of the organization can progress or achieve success. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization (MUOGBO U.S., 2013)

The area of motivation has been receiving a lot of attention both by behavioral scientists as well as by industrial psychologists. As well motivation affects

LITERATURE REVIEW

A study conducted with the objective of identifying the impact of employee motivation on productivity of the employees. The independent variable is employee motivation and the dependent variable is productivity of executive employees. This study was engaged in hypothesis testing and it was correlation and this research study was conducted in the natural environment where work proceeds normally (no contrived). Data was collected from each individual: executive employees of the Apparel Industry in Sri Lanka. The analysis was based on the information collected using a self-administered questionnaire. Data used for analysis were totally based on primary data which was collected using a questionnaire developed by the researcher. According to the results, there is an impact on employee motivation and productivity of executive employees and there is a relationship between employee motivation and productivity of executive employees, which is significant. Based on that it can be concluded that productivity of executive employees have been affected by the employee motivation (S. M. D. Y Jayarathna, 2014)

Another study aims to examine the effect of low morale and motivation on employees' productivity and

individual behavior and it related to performance and productivity of the organization as the human is a unique resource compared to other resources. Therefore, today's management highly focused on the impact of employee motivation towards the productivity, since it ultimately affects achieving the organizational goals and objectives and also it drives towards achieving the competitive advantage. Therefore, there is a need of investigating the impact of employee motivation on employee productivity.

Every organization wants that its motivation systems should become effective and take major roles to Employee Productivity, but Somalia, for the last two decade, has been on foot in civil wars, where the world had marked it as a failed state, so in an ordinary perceptions business leaders, managers and/or entrepreneurs have been mostly traditional and money oriented and they employ unqualified people to pay less money without any type of motivation, which Causing many of them to fail, while there is also another institutions that understands motivation as an important factor which can lead to high productivity, However there is a lot of successful higher education institutions in Somalia, a specially in Mogadishu, and this paper is investigating the Relationship between Motivation and Employee Productivity in Mogadishu, Somalia.

competitiveness. Low productivity and loss of competitiveness are outcomes of low morale and low motivation and may sometimes lead to further undesired symptoms such as absenteeism and sabotage. A questionnaire was designed to achieve the purpose of this purpose, and it was distributed to selected accounting and management employees working in different Jordanian business environments. The number of questionnaires analyzed were (276) questionnaires. Resolution data were analyzed using the statistical program Smart PLS (Partial Least Square). The study concluded that low morale and low motivation affect productivity and competitiveness, and it also recommends that management should work on increasing productivity by increasing employees' satisfaction through re-engineering systems and processes and providing incentives, education and training (Samih, 2017)

A study conducted in Rwanda examines the relationship between employee motivation and work productivity in Nyagatare district in Rwanda. The study was guided by the objectives of identifying performance behavior in terms of punctuality, absenteeism, work morale, ability at work and a sense of responsibility among Nyagatare district staff

members. This involved finding out the methods of employee motivation that are used and then analyzing the relationship between the level of employee motivation and productivity. A case study approach was followed for this in Nyagatare district. The research design involved the use of quantitative and qualitative approaches to collect and analyze data. The findings demonstrate the existence of a significant and positive relationship between the level of employee motivation and productivity. These results reveal that the better the employees are motivated, the more they are likely to be productive. The study also contributes to an understanding that the more the employees are materially and immaterially rewarded at work, the more they are likely to be productive and consequently achieve their performance targets (they are happy to identify with the district administration and this also reduces absenteeism at work). The results are further supported by the work of Rafikul& Ahmad, (2008) which confirms that the lack of employee motivation within an institution results in the under-utilization of the potential and skills of employees since they feel that their efforts are not being rewarded in a fair fashion (Perez NIMUSIMA and James Francis TUMWINE, 2016)

The study on “Effectiveness of Motivation on Productivity” is conducted with employees of M/s. MetLife India Insurance Company Limited, R.S. Purim Branch, and Coimbatore with a sample size of 30 through questionnaire method and using statically tools of simple percentage method & Enova. It was found that Motivation is the important factor in improvement of employee productivity (Anitha.R*, Dr. Ashok Kumar.M, 2015)

Since the major objective of any company is to maximize profit and increase shareholders earnings, then the need to increase productivity becomes inevitable. It has been observed by various scholars that the reason why most organizations experienced low productivity is due to the absence of motivational factors to employees with the financial incentives as major factors. The population of the study is entire staff of Yola Electricity Distribution Company (YEDC) totaling 65 in number. A sample size of 45 staff was arrived at through the simple random sampling technique. To conduct this research, research questions were drafted and distributed to the staff of the Yola Zonal office. The result obtained from the analysis of these data revealed that though employees enjoy some financial incentives, opportunities for advancement on the job, they were still not satisfied with the financial incentives, condition of service and management/ employees relationship. The researcher recommends the need for the organization to increase the incentives to all strata of the staff to effectively enhance high productivity (1Samuel T. Achie 2Joshua T. Kurah, 2016)

The study investigates the Impact of Employee Motivation on Organizational Performance of selected manufacturing firms in Anambah State. 103 respondents selected from 17 manufacturing firms across the three senatorial zones of Anambah State. The population of the study was 120 workers of selected manufacturing firms in Anambah State. The study used descriptive statistics (frequencies, mean, and percentages) to answer three research questions posed for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommends that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The researcher therefore suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system (MUOGBO U.S., 2013).

The study carried out in India shown that Training has a significant role to play on productivity. But there are other dominant market forces which reduces its significance. Our analysis is a comparative study of training practices and other macro economic and market forces, both of which affect productivity (Rohan Singh, 2012).

The study carried out on banking sector computed that promotions be supplemented with capacity development and employee empowerment if employee retention and loyalty is needed, The results show that promotions are not much valued by, infact the employees demand empowerment and training be also complemented with promotions or compensation. The study has revealed that promotion and employee retention are negatively and significantly correlated with each other (Aisya Gul, 2012)

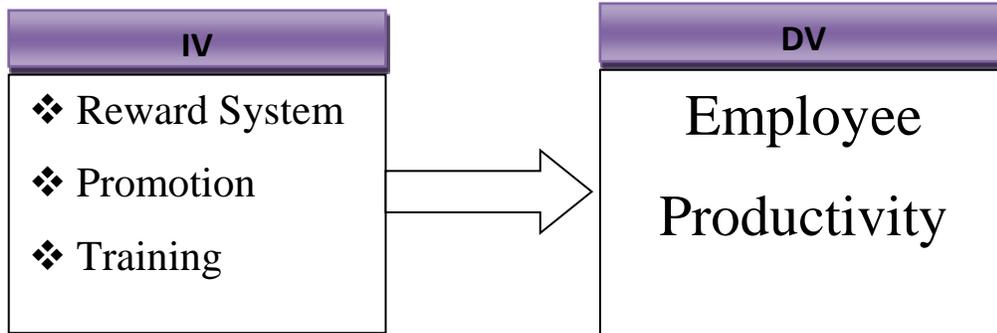
The researched was conducted on the private and government sectors of Peshawar, the study interpreted as the positive impact of reward system on employee productivity and job satisfaction. Employee satisfaction with the job also helps in low turnover rate. Employees are the valuable assets of any organization they take the organization towards success so company

should provide opportunities to their employee to make them perceive they are valuable for the organization.

(Zunnoorain Khan, January 2014)

CONCEPTUAL FRAMEWORK

Figure 1: Conceptual Faramework



METHODOLOGY OF THE RESEARCH

The study was quantitative approach and conducted through a correlation Research Design, The target population of this study was 176 selected from the employee of University Of Somalia (UNISO), and used Slovene’s formula to determine the ideal sample size for a population, The researchers utilized Probability sampling to collect 122 respondents from University of Somalia in Mogadishu, employees were provided a questionnaire with four main construct which measuring Reward System, Promotion, Training and employee Productivity. The researcher’s utilized SPSS to investigate the internal consistency of the questionnaires collected from the respondents.

DATA ANALYSIS AND DISCUSSION

Demographic Profile:

According to the gender 75.4% of the respondents were male and 24.6% of the respondents were female, while 82% of the respondents’ age was between (20-30), Also 9% were between (31-40), And 3.3% was ‘between’ (41-50), But only 5.7% were; (51 above), The demographic data also shown that 27.9% of the respondents were married while 72.1% of the respondents were Single. According to the educational level 14.8% of the respondents were PHD level, 42.6% of the respondents were Master level. 42.6% of the respondents were Bachelor degree.

Table 1: Profile of the respondents

Variable	Frequency	Percentage
Gender		
Male	92	75.4
Female	30	24.6
Total	122	100.0
Age		
20-30	100	82.0
31-40	11	9.0
41-50	4	3.3
Above 50	7	5.7
Total	122	100.0
Marital Status		
Married	34	27.9
Single	88	72.1
Total	122	100.0
Level of Education		
PhD	18	14.48
Master	52	42.6
Bachelor	52	42.6
Total	122	100.0

Correlation between the variables:

The first objective of this study was to determine the relationship between reward system and

employee productivity at University of Somalia in Mogadishu, Somalia

Table 2: Correlation Analyzes

Variables	1	2	3	4
Reward System	1	.979	.930	.971
Promotion	.979	1	.958	.983
Training	.930	.958	1	.974
Employee Productivity	.971	.983	.974	1

Table 3 shows the result of correlation analyzes of the relationships among reward system, promotion, Training and employee productivity. Reward system has positive relationship with employee productivity (r=.971 and p<0.01). reward system actively participate employee productivity. Organizations with good reward system tend to enhance employee productivity at University of Somalia in Mogadishu, Somalia. The second objective of this study was to identify the relationship between promotion and employee productivity at University of Somalia in Mogadishu, Somalia. Promotion has positive effect on employee productivity (r=.983 and p<0.01). The third objective was to examine the relationship between training and employee productivity at University of Somalia in Mogadishu, Somalia. (r=.974 and p<0.01).

to his feelings and needs, That is what makes him sacrifice for his work, and develop from his productivity and performance, so the higher education intuitions should consider that.

RECOMMENDATIONS

The findings of the study show Motivation as a major contributor to the Employee Productivity in the Higher Education industry. This means that improving motivational strategies may lead better results and increase the productivity of the company, thus, researcher is suggesting the following recommendations”

- 1- In order to meet up with the current dynamic rate of the Management roles, the management of the Higher Educational Institutions should try as much as possible to adopt good and positive motivational techniques to increase the moral of the workers towards productivity and performance.
- 2- Also the Management of the higher education institutions should seek for various ways of improving productivity in their company by finding out the effect, causes or problems associated with motivation. Meanwhile, for the workers to be motivated, the management must posse good quality and personal value which will help them to identify those things that motivate their staff and apply them properly.
- 3- Human is the main resource for any institution, so it is necessary to pay attention

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