

Employee Motivation and Organizational Performance: Empirical Evidence from Secondary Schools in Mogadishu-Somalia

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ABSTRACT

This paper attempts to identify the impact of motivation on employee performance in order to address problems arising from motivational approaches in organizational settings in Mogadishu, Somalia. The paper had three main objectives which are: 1) To identify the relationship between work environment and organizational performance at secondary schools in Mogadishu. 2) To examine the relationship between cooperation and organizational performance secondary schools in Mogadishu, Somalia. 3) To explore the relationship between facilitation and organizational performance secondary schools in Mogadishu-Somalia. The researchers utilized convenient sampling to collect 100 questionnaires from twelve secondary schools in Mogadishu, Somalia. Employees of these schools provided a questionnaire with four main construct which measuring work environment, cooperation, facilitation and organizational performance. However, using correlation coefficient, the study found that organizational performance (Dependent variable) had significant positive influence with two independent variables namely, work environment, and facilitation. Also, the result of regression analysis found that two constructs had statistically significant, positive, and direct effects on the organizational performance. Finally, regarding these two hypotheses; this study supported; the most indicator of employee motivation was facilitation; the employees like the managers who motivate them in the workforce.

Keywords: Employee Motivation, Organizational Performance, Secondary Schools in Mogadishu-Somalia

INTRODUCTION

The eruption of civil war in 1988 and the subsequent collapse of the central state in 1991 severely disrupted all public social services in Somalia. The education system in Somalia was entirely destroyed. Prolonged periods of instability and intermittent conflict constrained the ability of local populations and the international community to rehabilitate the country's educational facilities and resources. Destruction of the sector went far beyond the deterioration of physical infrastructure. It is estimated that more than 80% of the educated elite left the country in the period since the conflict began. (Lindley, 2008)

The education system in Somalia started to fall apart long before the civil war. In the aftermath of the war with Ethiopia in the late 1970s, and the subsequent economic collapse during the 1980s, policy development stagnated with social services severely affected. In recent years, as stability and security has improved in parts of the country, a diverse range of actors (including local communities, the Somali diasporas, local and international NGOs, Islamic aid agencies, and the private sector) have made a significant contribution to the rehabilitation and development of the education sector. (Heritage Institute, 2013)

During the period of the former government (1960-1991) most schools in Somalia were publicly owned and funded. Education was free, compulsory and accessible to all specially in

urban areas. For instance, in Mogadishu, the Capital of the Country alone, there were 92 Schools, 54 primary schools, 25 Secondary Schools, 4 vocational and technical institutes and 9 kindergarten schools all run by the central government through the Ministry of Education. Since the collapse of the regime in 1991, private education has been the only organized form of education available in Somalia. Even though most of them began as small schools funded by personal, private donations and International non-profit support, they formed consortiums (umbrellas) to strengthen their efforts. These umbrella organizations have member schools throughout the country irrespective of political boundaries or social divisions to lay the legitimate claim that education, like health, has no borders. (Ministry of education, 2011)

Reform methods of schools can't adapt to social and cultural changes fast enough. Traditional methods result in the failure of schools (Jacob, 2007). On the other hand, modern school management considers the school organization as the focus of transformation. The presence of a leader has been necessary as the provider of this transformation and this leader has been expected to take on the role of transformational leader in schools. (Bottery, 2001)

Motivation is the internal and external stimulants that determine the behavior and the Priority of a person (Munn, 1968). It is the basic meaning for the cause and explanation of a behavior. The effects that provide motivation is related to needs which have not been met (Covey, 2004). Motivation is the force that causes an individual to act in a certain manner or to be oriented towards it. (Gibson, Ivancevich and Donnelly, 1988)

The needs and requests which make up the foundation of the concept of motivation are mainly shaped by the culture, social justice and structure in which the individual is in, as well as the emotional and spiritual make-up of the person. The motivation of human beings is closely related to all the objects that the person establishes relations with. (Bingol, 2006)

Motivated workers are more dedicated to the organization. They have job satisfaction and as a result of this, they work more productively (Osterloh, Bruno and Frost, 2001). For this reason, managers motivate their employees to use their knowledge and skills towards organizational aims (Lindner, 1998). School principals have to keep in mind that teacher who do not have job satisfaction and are demotivated may weaken educational programs (Snowden and Gorton, 2002). For this reason, they have to use different approaches to motivate teachers. (Lunenburg and Ornstein, 2004)

Many researchers discuss the environment factors that increase the employee's motivation. Reis and Pena (2001) has objective to introduce the environment in employees can work friendly. Different famous theories of writers and the Surveys are used to collect the data. It concerns with management history. Findings show that in nowadays cooperative work environment is great effect on motivation. It's confirmed that working style and method has been changed.

A study conducted in Pakistan indicated that employee motivation has positive relationship with organizational performance. This study specified the sample size of 150 employees of the different banks in Pakistan. For the analysis of the data used the multiple regressions in this study. All the different variables have the positive impact on employee's motivation. They contribute positively towards the employee's motivation. (Shahzad Aziz, 2014)

Employees play important role in the customer perception about the company. Company spend huge amount of money to gain customer loyalty but they forget the Employees motivation. Customer interacts with the employees and also carries out company image in their mind through the behavior and attitude. So company should be moving their attention toward the employee motivation. Now the era of globalization companies face competition in

the market, if company could not successfully motivate their employee. Company didn't exist in competitive environment of business. (Ahmad, 2012)

In Nigeria, interest in effective use of rewards to influence workers performance to motivate them began in the 1970's. So many people have carried out researches in this area, some of which are Oloko (2003), Kayode (2003), Nwachukwu (2004), Meyer and Nguyen (2005) and Egwurudi (2008). The performance of organizations has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. In view of this, this study attempts to identify the impact that motivation has on employee performance in order to address problems arising from motivational approaches in organizational settings.

LITERATURE REVIEW

This section highlights review articles about Employee Motivation and Organizational Performance that were published in different international journals. This report also compares the findings of the articles since these studies were conducted in disparate situations according to the environment.

This study investigates the impact of motivation on organizational performance in the public security sector in Nairobi County, Kenya. The unit of analysis was the regular police. The study used a mixed research design of exploratory, descriptive and quantitative designs with the list of regular police officers serving as the sampling frame. The questionnaire was used to gather relevant information from the respondents. Data collected was analyzed using both the descriptive and inferential statistics. The study established that there is a strong influence on performance of the regular police officers attributable to units of change in motivation. The study recommended that government and other concerned stakeholders should adequately motivate the police for improved performance / service delivery. (Mc, Ssekakubo, Lwanga, & Ndiwalana, 2014)

Same study was conducted to group employees according to their motivation needs extracted from the questionnaire and consequently to compile similarly motivated worker groups. Data was collected through survey using questionnaire. The study showed that there is positive relationship between employee motivation and organizational performance. (Manzoor, 2012)

Another study was carried out to examine motivation of librarians, the effect of motivation on Performance, the views of librarians on motivation, the level of satisfaction of librarians and the Effort the public university managements are making to motivate librarians. Through literature Review, the concept of motivation and its effects on performance were discussed. Using a survey method, questionnaire were designed and distributed to seventy-two targeted librarians in six public universities in Ghana, out of this, sixty returned the duly completed questionnaire. The Questionnaire sought to identify intrinsic and extrinsic factors which motivate librarians and how it affects their performance. The study revealed that the motivational level of librarians in public Universities in Ghana is high and that the motivational level affects majority of librarians positively. The public university managements have made some efforts to motivate librarians but they need to do more to improve the current situation. (Muogbo, 2013)

This research examines motivation and employees' organizational performance in the public and private sectors In Nigeria. The authors identified factors that could guarantee job satisfaction on the part of the employees and also enhance job performance. The study was

employed questionnaire through empirical survey in public and private sectors in Nigeria. The authors hold the view that if the recommendations in this paper are adopted, they will benefit both the employers and employees immensely in performance improvements in these sectors of the Nigerian economy. (Zameer, ALi, Nisar, & Amir, 2014)

Another research investigates the role of motivation on organizational performance as the history of Explaining human or animal behavior is not new.” why did one do what one did “had been the subject of working even in the past, some human behavior was explained as an outcome of demons impedance and this explanation was unscientific. Efforts were also made to determine principles which could explain human behavior. McDougall emphasized that man’s social behavior can be explained in terms of instincts which was later. Questionnaire is used as a research instrument for the study because as it is the cause and effect based study. The study indicates that there is significant relationship in the opinion of the male and female employees on how they perceive the association of the motivational factors. As the computed value is 0.991 this shows that they are highly positively correlated with each other. (Sisnuhadi & Nasir, 2013)

Same research identify the relationship between effects of employee’s motivation on organizational performance has elicited a debate among personnel management professionals and academic Researchers over the years. This investigation however seeks to look into the effectiveness of employee motivation for enhanced organizational performance in multinational companies in Nigeria, especially the manufacturing sector. A survey of personnel of Cadbury Nig Plc was undertaken. A total of 100 self-administered questionnaires were distributed while 87 of them were returned. The data collated and analyzed using simple Percentages and Pearson’s Product Moment Correlation. The findings show provision of adequate motivation by Cadbury Nigeria Plc and improvement in employee productivity and, a positive correlation between employee productivity .Senior managers are however advised to adapt continuous improvement in motivational programs as a core ingredient for enhanced employee productivity. (Solomon, Hashim, Mehdi, & Ajagbe, 2012)

This study was conducted to explore motivational and organizational performance factors of tipped and no tipped restaurant employees when differentiated by gender. The data collected from employees of a nationally known, branded restaurant chain was analyzed using the ANOVA procedure in an effort to determine if significant differences existed between the tipped and no tipped employees Relative to their level of motivation and organizational commitment. The results show that limited differences does exist for certain motivational factors and organizational commitment factors when employees were differentiated by tipped versus no tipped employee status and by gender. The study concludes by offering management implications and suggestions for future research relative to implementing operational systems, policies, and procedures that attend to restaurant employee classification difference as well as gender preference. (Curtis, Upchurch, & Severt, 2015)

Another study 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 Morgan table among the statistic population of 85 employees in Islamic Revolution Housing Foundation. Work motivation and job performance questionnaires were designed and the collected information was put into data analysis and hypothesis testing by using AMOS and SPSS software. 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)

Same study was held to identify the role of employee motivation on organizational performance. This study was conducted as part of a larger study of personnel reform in five federal government agencies (Perry & Porter, 1981). Extensive interviews, on-site observations, surveys, and record audits from this larger study supplemented the archival data reported in the present study. The Social Security Administration (SSA) was the site of this study. The study revealed that there is positive relationship between employee motivations on organizational performance. (Pearce, Stevenson, & Perry, 1985)

This research identifies factors that shape the employees` motivation, job Satisfaction and organizational performance. Bharat Sanchar Nigam Limited faces the problem on managing its human power and not occupying delightful Performance from the last three consequent years. This paper aims to examine the relationship between organizational Performance and employee job analysis in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District, and Gujarat. The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District through email and in person by (417 out of 1361) by employing sample size determinants like: confidence level, Confidence interval and population. The questionnaire consists of factors like; organizational performance, job design, job Description, organizational policies and practices, job specification and job evaluation. All the 417 respondents are considered as valid respondents for further investigation. The study is quantitative research approach and the collected data are analyzed by scale reliability for questionnaire scaling validity, descriptive statistics, measurement of items, correlation, and regression analysis and other applicable tests with a view to know that at what level job analysis is related with organizational performance. The collected data reveals that organizational performance and job analysis are positively related with each other. This study shows that employee job analysis can be a powerful tool to enhance Organizational performance. Further research can be held with more samples by extending the area of research. (Suthara, Chakravarthi, & Pradhanc, 2014)

Another research finds out the relationship between the different factors (financial rewards, personal traits, high salary plans, job design and supervision) , employees motivation and organizational performance. In present study financial rewards, high salary plans, job design, personal traits and supervision are the independent variables and employee`s motivation is dependent variable. For the data collection, study used the questionnaire method and data collection concerned with the banking sector of the Pakistan. In this paper study specified the sample size of 150 employees of the different banks in Pakistan. All the different variables have the positive impact on employee`s motivation. They contribute positively towards the employee`s motivation. This study conducted with the reference of Pakistan. It concluded that these factors have positive effect on employee`s motivation. (Akhtar, Aziz, Hussain, Ali, & Salman, 2014)

This study aims to provide a research framework regarding the influence of motivation on human resources performance. In this regard, we applied Herzberg`s two factor theory, selecting the motivational factors which influence the activity of employees from industrial firms. Considering the aim of the research, the paper proceeds to analyze the influence of prevalent motivational factors on employees` work performance. Within this view, there were selected representative performance criteria in order to develop an integrated research framework regarding the factors which motivate employees working in industrial companies to improve their work activities and the overall company performance. The result will represent the basis for further quantitative research analyzing the relationship between employees` motivation and improvement of performance of their work activities. (Rusu & Avasilcal, 2013)

Same study discusses and analyzes the concept of motivation, to evaluate and identify the benefits of employee motivation. The research study was adopted the case study strategy. This is based on the ability of the case study to provide comprehensive outcomes based on the complex research question. The study found positive relationship between motivation and organizational performance. (Raeespoor, Loghmani, Rashidi, Noshadian, Mohamad, & Ansari, 2015)

Another was conducted to explore an answer to the question: how to predict employee motivation in organizations embedded in adverse contexts. One hundred and ten employees from fifteen stores of an organization from a sector of a clothing brand consists the sample of our study. Participants voluntarily answered to a survey questionnaire that contained measures of the study Variables. The hypotheses were tested using linear regression methodology. Empirical evidences showed that the quality of the organization-employee relation seems to be more important than the quality of the job-employee relation to explain employee's motivation. In addition, results suggest that when the workers recognize fairness in the organization's procedures, they feel stronger support from the organization and this has the ability to motivate them. (Gomes, Asseiro, & Ribeiro, 2013)

This research aims to perform a meta-analysis which analyses the individual research findings which pertain to the relationship between self-efficacy, employee motivation and work related performance of the organization. A wide range of search methodologies were examined by the researcher in order to identify relevant published and unpublished studies. As a result most of the management scholars and experts are interested in this Theory. This is found to be related to views in literature. A lot of studies have concentrated on the student's learning efficacy with minimal focus on employees. (Cherian & Jacob, 2013)

Another research was carried out to examine the relationship between motivation and organizational job performance of staff at the University of Mines and Technology, Tarkwa and the leadership lessons to be derived. A sample of 200 respondents comprising 40 senior members, 60 senior staff and 100 junior staff was employed using the purposive and simple random sampling methods. Low monthly salaries and the general lack of motivation were the major factors that reduce morale for high performance at the University. Recommendations included the need to encourage the University Council and other stakeholders to support management in developing income generating programs internally to help provide adequate incentives and allowances for the staff of the University. (Afful-Broni, 2012)

Same research present findings of an integrative literature review related to employees' motivational practices in organizations. A broad search of computerized databases focusing on articles published in English during 1999–2010 was completed. Extensive screening sought to determine current literature themes and empirical research evidence completed in employees' focused specifically on motivation in organization. This literature reveals widespread support of motivation concepts in organizations. Theoretical and editorial literature confirms motivation concepts are central to employees. Job characteristics, management practices, employee characteristics and broader environmental factors are the key variables influence employees' motivation in organization. (Devadass, 2011)

This study was conducted to examine the relationship between rewards and nurse motivation on public hospitals administrated by Addis Ababa health bureau. A cross-sectional survey was conducted from June to December 2010 in 5 public hospitals in Addis Ababa. Among 794 nurses, 259 were selected as sample. Data was collected using self-administered questionnaire. After the data was collected, it was analyzed using SPSS version 16.0 statistical software. The results were analyzed in terms of descriptive statistics followed by inferential statistics on the variables. A total of 230 questionnaires were returned from 259

questionnaires distributed to respondents. Results of the study revealed that nurses are not motivated and there is a statistical significant relationship between rewards and the nurse work motivation and a payment is the most important and more influential variable. Furthermore, there is significant difference in nurse work motivation based on age, educational qualification and work experience while there is no significant difference in nurse work motivation based on gender. The study shows that nurses are less motivated by rewards they received while rewards have significant and positive contribution for nurse motivation. Therefore, both hospital administrators' and Addis Ababa health bureau should revise the existing nurse motivation strategy. (Negussie, 2012)

The study aims to assess the current level of, and relationship between, employee motivation and job involvement among permanent and temporary employees in various departments in a financial Institution. This cross-sectional study was undertaken on 145 employees who were drawn by using a simple random sampling technique. Data were collected using the Employee Motivation Questionnaire (Fourie, 1989) and the Job Involvement Questionnaire (Lodahl & Kejner, 1965) and, was analyzed using descriptive and inferential statistics. The results indicate that there are significant inter correlations among the majority of dimensions and sub-dimensions of employee Motivation and job involvement. Recommendations are presented to provide practitioners and Managers with guidelines for enhancing employee motivation and job involvement respectively. (Govender & Parumasur, 2010)

Same study was carried out to examine the relationship between rewards, job satisfaction, and organizational performance Perceived training effectiveness, knowledge transfer and organizational commitment and employee's motivation in the Public sector of Bahawalpur (Punjab, Pakistan). Sample was public sector data was collected by using self-designed questionnaires. The sample size was 170 so 170 questionnaires were distributed and only 149 received. The result concludes that there is a significant positive relationship between intrinsic rewards and the employee's motivation and also there is significant positive relationship between extrinsic reward and employee's motivation. Job Satisfaction also has significant positive relationship with employees' motivation. But on the other hand PTE (Perceived Training Effectiveness) have insignificant and negative relationship with Employee's motivation. Employee's motivation has significant positive relationship with knowledge transfer and also with Organizational Commitment. (Rafique, Bin Tayyab, Kamran, & Ahmed, 2014)

This research was conducted to explore the meditating role of employee motivation in the relationship between post-selection Human Resource Management (HRM) Practices and perceived performance of Islamic Banks operating in Pakistan. This study was based on primary data collected from 200-employees of different Islamic banks in Pakistan by distributing Structured and reliable questionnaires. The demographic profile of respondents was diversified in Terms of their grade, age, experience and education. The study showed has strong positive association with perceived performance of Islamic banks in Pakistan. (Dar, Bashir, Ghazanfar, & Abrar, 2014)

Another research was carried out to empower the employees to bring about a transformational change in their personal and professional lives in the organization. The methodology adopted was the review of literature based on past researches, on the motivational factors, organizational commitment and Organizational effectiveness. This study is expected to help organizations and also academics towards having an insight on how to successfully run a business in an organization whether public or private. It's now known as proven by research that motivated employees are satisfied and will increase their inputs to the

highest level, and they will also contribute to the overall success of the organization. (Alhaji & Wan Yusoff, 2012)

Same study tested the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. In this cross-sectional study, a questionnaire survey was conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England. The results suggest that there is a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance. The results also suggest that there is a significant relationship between work motivation and job performance of the hotel workers. The results point to the importance of working conditions and work motivation in explaining job performance of hotel workers in the framework of work environmental conditions and job performance. (Jayaweera, 2015)

This research was carried out to present an empirical study on relationship between motivation to training transfer and actual transfer of training on job. In this study we examined that how much motivation to training transfer contribute in successfully transferring to the work place, the knowledge, skill and abilities acquired during training. Review highlighted transfer of training can be maximized through increasing motivation and enthusiasm in trainees to apply their knowledge and skill at their workplace. Data was collected from one of the top class universities of Pakistan, based in Islamabad. The targeted sample was non-teaching staff of university who has been receiving training relevant to their job. The study found impact of motivation to training transfer on training transfer was empirically examined and the study revealed that there was a significant positive relationship between two variables. (Hussain, 2011)

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 sector motivation play positive results in the performance as well motivation increase as well as employee performance is increase. Our results also show the positive relationship. (Asim, 2013)

Same study analyzes the drivers of employee motivation to high levels of organizational Performance. The literature shows that factors such as empowerment and recognition increase employee motivation. The study found Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better Productivity and loyalty. (Dobre, 2013)

This study tries to understand what prompts people, what influences them, and why they persist in particular actions. This study also intends to evaluate motivation of employees in the organization. This research work is carried out within the workforce of the Credit West Bank Cyprus; a centralized human resource department of the bank helped in conveying the questionnaire to the 13 branches of the bank, and 134 respondents were interviewed. This empirical study was carried out to identify the impact of monetary and non-monetary

motivation on employee. The non-monetary motivation variables discussed include: Recognition, challenging work, advancement and opportunities, job autonomy, authority, job security, prestigious job titles and responsibility. The monetary motivation variables discussed include: Fringe benefits, salary, bonuses, pensions, profit sharing and performance pay. Identifying the impact of each of these variables on employees' performance from the data. (Uzonna, 2013)

Same examines the relationship between rewards and employee's motivation in the non-profit organizations of Pakistan. Employees of three organizations (PERRA, World Vision and SUNGI Development Foundation) working in Khyber Pakhtunkhwa province of Pakistan was taken as sample of the study. Self-designed questionnaire was used for data collection. 125 Questionnaires were distributed and 107 were returned, hence the response rate was 85.6%. The data was analyzed using the techniques of rank correlation coefficient and multiple regression analysis. The result concludes that there is a direct relationship between extrinsic rewards and the employee's motivation. However, intrinsic rewards found an insignificant impact on employee motivation. Rewards, Employee motivation, Non-Profit Organization (NGO). (Hafiza, Shah, & Jamsheed, 2011)

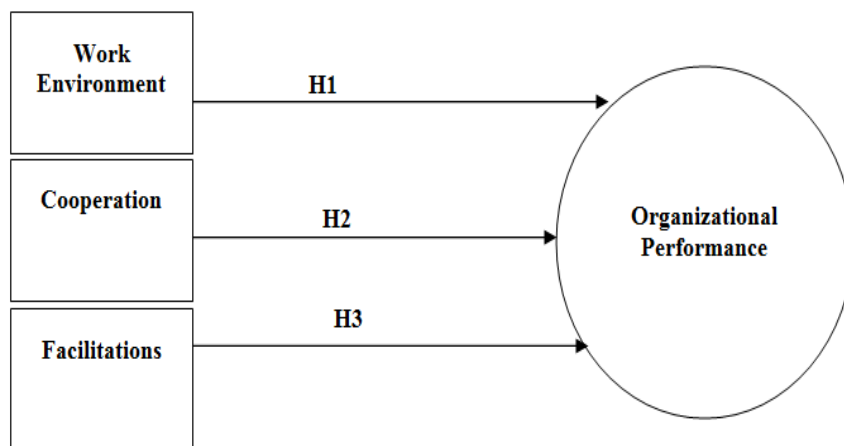
Another study sought to establish the effect of motivation on employee performance in the Public Middle Level Technical Training Institutions in Kenya. The study adopted a descriptive research design. Sample size was 315 targeting administrators, heads of department, teaching staff and non-teaching staff. 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. The study was conducted in one county and therefore cannot be generalized in other public and private institutions. (EK & Mukuru, 2013)

The research takes a look at motivation, an engine for organizational performance, a case study of Lagos State University, External System. The study make use of primary data and questionnaire were distributed to one hundred and fifty resource person (lecturers) in Lagos State University, external system and Spearman's rank Correlation coefficient was adopted as the estimation techniques. The study reveals that motivation plays a lot of role in affecting individual lecturers' performance in Lagos State University, external system and at the same time Job satisfaction has not enhances productivity among the lecturer's in Lagos State University, External system, and that many resource person (lecturers) in LASU external system are not happy with the system and the way it is been coordinated, according to them, bad leadership. (Olumuyiwa, Adelaja, & Oluwatosin., 2012)

CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

After reviewing these articles, most of the researchers found that employee motivation had great influence on Organizational Performance especially the contribution of (Olumuyiwa, Adelaja, & Oluwatosin., 2012) Performance of the employees indicated significant relationship with the financial rewards as well as non-financial rewards. With the light of the results motivation factor is the one of them impact positively on the performance with the intervention of the training. While others found no relationship between employee motivation and organizational performance. However it is further research is needed to be conducted

about the effect of employee satisfaction on organizational performance to make clear the relationship between employee motivation and organizational performance in Education industry; the below is Conceptual model to investigate the relationship between the two variables.



METHODOLOGY

This study conducted through survey method to investigate the relationship between employee motivation and organizational performance; the study utilized regression, correlation analysis to answer the research objectives and to test the research hypothesis.

The researchers utilized convenient sampling to collect 100 respondents from twelve secondary schools in Mogadishu, employees of these schools provided a questionnaire with four main construct which measuring work environment, cooperation, facilitation and organizational performance.

The researcher’s utilized Cronbach alpha to investigate the internal consistency of the questionnaires collected from the respondents.

All variables of the study obtained high internal consistency as shown in below table 1 this allows as to make further analysis and discussion.

Table 1. Reliability Analysis

<i>No</i>	<i>Variables</i>	<i>No. of Items</i>	<i>Cronbach Alpha</i>
1	Work Environment	3	0.764
2	Cooperation	3	0.745
3	Facilitation	3	0.756
4	Organizational Performance	9	0.802

DATA ANALYSIS AND DISCUSSION

Demographic Profile

As shown in table 2. The age of respondents, 52% of the respondents were between 18-25 years old, 42% were between 26-35 years, 5% were between 36-45 years old whereas 1% is above 46 years old. Interns of gender, 83% were male and 17% were female. In terms of marital status majority of the teachers participated the survey are married (45%) percentages

of singles are (55%). As well as work experience, 9% of respondents had one year experience, 15% two experience, 18% had three years' experience, and where by 58% had four years' experience.

Based on the gathered questionnaires, majority of the respondents are composed male, while a small number of respondents were female. This result shows that the more secondary schools operate in Mogadishu involves the male teachers.

Table 2. Demographic profile of the respondents

	<i>Variables</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Gender</i>	Male	83	83
	Female	17	17
<i>Age</i>	18-25	52	52
	26-35	42	42
	36-45	5	5
	Above 46	1	1
<i>Marital Status</i>	Married	45	45
	Single	55	55
<i>Experience</i>	One year	9	9
	Two year	15	15
	Three year	18	18
	Four year	58	58

Correlation Analysis between the Variables

The first objective of this study was to identify the relationship between work environment and organizational performance at secondary schools in Mogadishu.

Table 3. Correlations Analyzes

<i>No.</i>	<i>Variables</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
1	Work Environment	1			
2	Cooperation	.589	1		
3	Facilitation	.506	.610	1	
4	Organizational Performance	.460	.302	.457	1

Table 3 shows the result of correlation analyzes of the relationships among work environment, cooperation, facilitation and organizational performance. Hence work environment has positive relationship with organizational performance ($r=.460$ and $p<0.01$).

Besides employees actively satisfy their jobs and motivation improve organizational performance, then employees with good work environment tend to enhance organizational performance. In addition, the second objective of this study was to identify the relationship between cooperation and organizational performance secondary schools in Mogadishu, Somalia. Cooperation has positive influence with organizational performance ($r=.302$ and $p<0.10$).

The third objective was to identify the relationship between facilitation and organizational performance secondary schools in Mogadishu-Somalia. Facilitation has positive impact with organizational performance ($r=.457$ and $p>0.10$).

Hypothesis Test

The current study wished to investigate the influence of employee motivation dimensions of organizational performance in secondary schools in Mogadishu, Somalia. Three hypotheses were developed after reviewing the literature, to test the research hypotheses were employed the linear regression analysis. The researchers checked regression assumptions before taking place to further analysis. The dependent variable organizational performance was normally distributed across all independent variable. No violation was observed after checking the outliers, linearity and co-linearity.

Three hypotheses were developed after reviewing the existing literature; **H1** stated that there is significance relationship between work environment and organizational performance at secondary schools in Mogadishu. **H2** asserted that there is no relationship between cooperation and organizational performance at secondary schools in Mogadishu while **H3**: there is significant relationship between facilitation and organizational performance at secondary schools in Mogadishu.

The result of regression analysis shown in below table shows that employee motivation (work environment, cooperation and facilitation) had significant and positive relationship with organizational performance.

Table 4. Regression Analysis

No.	Variables	Beta	T	P value
1	Work Environment	.353	2.221	.002
2	Cooperation	-.120	-1.007	.316
3	Facilitation	.351	2.141	.002
	R	.535a		
	R square	.286		
	F Change	12.842		

DISCUSSION

The current study investigated the effect of employee motivation on organizational performance in secondary schools in Mogadishu, Somalia; the paper had three main objectives which are: 1) To identify the relationship between work environment and organizational performance at secondary schools in Mogadishu.; 2) to examine the relationship between cooperation and organizational performance secondary schools in

Mogadishu, Somalia. 3) To explore the relationship between facilitation and organizational performance secondary schools in Mogadishu-Somalia.

The researchers employed convenient sampling to collect 100 respondents from twelve secondary schools in Mogadishu, employees of these schools provided a questionnaire with four main construct which measuring work environment, cooperation, facilitation and organizational performance.

The result of correlation coefficient revealed that organizational performance (Dependent variable) had significant positive influence with two independent variables namely, work environment, and facilitation. The result of regression analysis found that two constructs had statistically significant, positive, and direct effects on the organizational performance.

Regarding the two hypotheses; this study supported; the most indicator of employee motivation was facilitation; the employees like the managers who motivate them in the workforce.

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