

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES



**IMPACT OF MOTIVATION ON THE PRODUCTIVITY OF EMPLOYEE AT
CENTRAL BANK OF SOMALIA**

MASTER'S THESIS

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Department of Business Administration
Business Administration Program

September, 2020

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DECLARATION

I hereby declare with the respect that the study “Impact Of Motivation On The Productivity Of Employee At Central Bank Of Somalia ”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography.
(.../.../20...)

Awale Moumin

FOREWORD

I am so grateful to God for the love and mercy bestowed on Me. from the beginning of this program to this present moment. His praises shall forever be adored. I appreciate goes to my amiable and able supervisor Prof. Dr. Erginbay Uğurlu for his brilliant contributions towards the success of this dissertation. I appreciate God in his life, and I thank him for his intellectual guidance and encouragement which had helped in the accomplishment of this research. My sincere appreciation also goes to my family and friends who in one way or the other contribute to the success of this program, I say thank you and Allah bless you all.

August ,2020

Awale Moumin

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IMPACT OF MOTIVATION ON THE PRODUCTIVITY OF EMPLOYEE AT CENTRAL BANK OF SOMALIA

ABSTRACT

This study had investigated the impact of motivation on the productivity of employees at the Central Bank of Somalia. Primary data was used to gather information from the participant of employees in Somalia and was analyzed using frequency analysis, factor analysis, regression analysis, and correlation analysis. The findings revealed that incentive and salary have a positive Connection to influence employee productivity, monetary reward and incentive have a vibrant connection to impact on employee productivity, while non-incentive and employee productivity do not have a significant connection to each other. It was concluded that workers will not perform well when their salary is being delayed and favoritism on the part of the management cannot contribute to productivity. Motivating staff by the chief executive officer is an essential concept in an organization and staff do not put in their best when they are placed on little or no-incentive package.

Keywords: *Motivation, Incentive, Productivity, employee, Somalia.*

MOTOMASYONUN SOMALİ MERKEZ BANKASINDA ÇALIŞAN VERİMLİLİĞİNE ETKİSİ

ÖZET

Bu çalışmada, Somali Merkez Bankası'nda motivasyonun çalışan verimliliği üzerindeki etkisi araştırılmıştır. Birincil veriler Somali'deki katılımcılardan bilgi toplamak için kullanılmış ve frekans analizi, güvenilirlik testi, faktör analizi, regresyon testi ve korelasyon testi kullanılarak analiz edilmiştir. Bulgular, teşviklerin ve maaşların çalışan verimliliğini etkilemek için pozitif bir bağlantıya sahip olduğunu, parasal ödül ve teşvikin çalışan verimliliğini etkilemeyle bağlantılı olduğunu ve teşvik eksikliğinin ve çalışan üretkenliğinin önemli ölçüde bağlantılı olmadığını ortaya çıkarmıştır. İşçilerin ücretleri ertelendiğinde iyi performans göstermeyecekleri ve yönetimin önyargısının üretkenliğe katkıda bulunamayacağı sonucuna varılmıştır. Genel müdür tarafından personel motivasyonu, bir organizasyonda önemli bir kavramdır ve personel, minimum veya teşvik edici olmayan paket olduğunda ellerinden gelenin en iyisini yaptığı görülmüştür .

Anahtar Kelimeler: *Motivasyon, Teşvik, Verimlilik, çalışan, Somali.*

1. INTRODUCTION

Somalia is presumed to be a helpful domain for ventures. Current studies have shown that the nation has an enormous reserve of oil. Along these lines, it has the capability of turning into a main industrialized (when properly managed) country on the planet not long from now because of this normal enrichment. The present situation in the country regarding labor force motivation is important to raze this with awareness. "The workers are on strike again." On what ground? "They are requesting another compensation ascend after the one granted just a couple of months ago." The announcements and remarks are accounted for oftentimes in the daily activities and are remarked upon by observers of advancement in different industries across firms. The inquiries are frequently posed concerning what employees need from their employers. Could there be a conclusion to the uproar for increments in compensation? For what reason do employees work and what incites them to put forth a valiant effort? It is a known thought that if only the executives can perceive various effects that could push the employees isolated from money.

Firms are concerned with what to carry out to achieve and improve the stance of performance via human capital. Some issues of insufficient inspiration anyway arise that may affect some individuals that enter the job context with divergences in want, comporment, and aim. Subjects of personal motive insufficiently might be grouped into two divisions. Initially, the let-down of some persons may originate from character deficiency. For such persons, the longing to stay away from displeasure might be extremely hard while inconceivably, the rationale to create positive outcomes might be unduly frail. Besides, Bryans and Cronin (2005) viewed that in any event, when the goal or objective assumed is moderately dense, the problems facing the personal worker might be demonstrated to be deficient or extremely wearisome, that applicable to the worker will generally express themselves in various manners. Regardless of all these evident issues of motivation, and efficiency, each organization does essentially search for methods for ensuring ceaseless profitability, that will be

prepared towards the success of affiliation targets. The firm context in the investigation must not diverse regarding creating the outcomes that have been established. This investigation will inspect the degree at which monetary linked and non-monetary motivating forces, for instance, job steadiness, job improvement, duty, management interest, and organization style applied to increase assurance of the employee for high effectiveness. This investigation distinguishes components that advance human self-esteem and along these lines increase the assurance of the employee for advanced efficiency. The effect of non-financial related motivation indicated as 'non-economic inspirations' on the employees and. With the end goal of this investigation at this point, non-economic inspirations are applied to indicate elements that are not calculable in money-related which however energize the staff inside to bring on an ideal task while sufficient motivation is considered as happiness, contentment, or employment contentment.

The common issue inalienable in the firm establishment is a small compensation, irregular restricted time structure, and nonattendance of affirmation of worker's achievements. These will house employee's spirits and inspire their productivity. This current investigation is to determine the sort of inspiration means that inspires employees, given the correct impetuses instead of monetary value which could place in adding more effort effectively and efficiently developing the firms to get its purposes.

In this research, the relationship between employee motivation and performance productivity in Somalia was examined. Also, want to investigate the relationship between motivational features and behavior to work among employees in Somalia? Another aim is to see motivation impact employee's tactics to carry out tasks and increase their efficiency?

The linking between the financial institution and workers are overseen with what stimulates workers to undergo a task and the contentment achieved from it. The administrator desires to comprehend ways to inspire workers with the collaboration and control efficiency in others to attain their objectives accordingly. This study is focused on the Somalia Apex bank. The target audience shall be the members of the Apex Bank.

The variable studied is made up of five components. There are four control variables and one dependent proxy. This study will be the way that employees, motivate, training, and promotion towards employee performance.

The consequences of this investigation will enhance management and employee in expanding diverse motivating forces that would be controlled to move workers to improve their productivity. The outcome of this investigation would additionally feature the likely factors of discontentment and ways of how motivation could be applied to either diminish or dispose of the factors among workers of the firm. The investigation result will feature the awareness of gathering elements and workers' comportment to carry out tasks. In this thought, the regulatory degree of the managerial authorities would be broadened and position them in a high situation to survey and appraise the direction to firm concerning improved persuading employees and consequently creating improved outcomes through wholly via the HR likelihoods available. Besides, this examination will be of huge advantage to strategy producers in the HR elements of the firms. Likewise, labour association authorities think that its value when assembling their "basket of needs" and it will help the board in these different territories.

The other objectives of the research are to determine the connection between motivation and employee performance in Somalia, to ascertain the association between motivational features and behavior to work among employees in Somalia. Also, to examine the motivation impact of employee's approach to carry out tasks and increase their efficiency.

This study was conducted in Mogadishu, the capital city of Somalia, it focuses on the "Impact of Motivation on the Productivity of Employees at Central Bank of Somalia" was performed through questionnaire for data gathering.

One of the limitations in completing this examination is the issue of circling the exploration tool in the various parts of the Apex bank in Somalia due to the elevated level of security encircling the region and workplaces and besides, there are many branches dissipated practically everywhere throughout the nation. Another limitation is the general indifference among Somalian culture towards investigation which contributed to the availability of proposed

participants who will give the required information. Another constraint was limited time and cost.

Motivation: This refers to the means of encouraging people to actions to accomplish a specific goal.

Training: This means a well-established action planned for giving data or guidelines to affect the beneficiary's efficiency to attain a certain level of skill.

Promotion: This implies the act of being elevated in level or position.

Incentive: This means is an item, element of value, or anticipated action that limbs staff to perform more in an organization/business entity.

In the second chapter, several studies were reviewed. The third chapter contains the methodology including the analysis of the study. The fourth chapter includes the interpretation of the result of the data gathered from the questionnaire used in the study. The fifth chapter provides a summary of the study, conclusion, evaluation of the study, and implications for further study. Additionally, the references cited in the study are presented in the bibliography section and the instruments used for the data collection are given in the appendix section of the study.

2. STUDY REVIEW

2.1 Overview

Motivation refers to an important aspect and certainty that is inescapable in the lifecycle of a person in any form, which involves training and spring one's fulfillment. Representative aim to determine fulfillment and the management have the option to apprehend the challenges facing the workers and provide means for pleasing their wants and goal. The common supposition that reasonably encouraged employee intention is for them to put in their best towards the fulfillment of a contract. Thus, when staff is promoted, the subject of terrible showing and improvidence will be an unnoticed matter in such a firm. A few representatives are sufficiently paid in carrying out their tasks to work sincerely but don't get a lot of material to express for it. The viable issue is how staff in a firm with a certain arrangement of doing desires attain the recompense he/she wishes? Nowadays, executives do not depend mainly on directing payment, benefit, or waged conditions to establish and build up a viably and proficiency. The directors/managers are obliged to make a viable domain in that the representative will put in their best to drove to develop profitable persons in making improvements to what will fetch them a reward. This section will endeavor to take a gander at ways motivation tactics as persuasive devices have developed in various contexts.

Employee encouragement is an inward push of energy to engage with work-related tasks. Motivation is that inner drive which has triggered an individual to act. Somebody has one task linked to objectives and intended purpose in which various influences will inspire them. The organization will enhance staff to spur at work by making use of internal and external influences. Meeting the requirements and aspirations of the worker regarding the work and the considerations in the workplace enhances staff members to be triggered or not. Such factors make workplace morale overwhelming. Often managers struggle to realize the “essential motivation” in achieving “their mission” and dream.

Schultz and Schultz (1998) considered motivation literally as a person and working behaviors that provide descriptions of why humans behave independently in a work. Beck (1983) spoke a similar analysis and said that inspiration is about understanding the disparity of actions because some employees work better than others. Employment traits in the sense applied to this description attributes for the work of an employee, – for example, the number of activities, where personality traits are those defined by the personality traits, e.g. -inherent criteria for success.

According to Gouws (1995), described motivation as an “inner desire or drive forth” that was induced by individuals, either intentionally or unintentionally, to complete a task productively since it is satisfying, and not ultimately for what is anticipated in return. Nevertheless, Beach (1980) noted that inspiration had been the preparation to use an action to render a goal. The study takes a behavioral approach instead of stating that attitude that encourages people to be rewarding is recurrent, while the conduct that flows without reward or punishment tends to be outdated. However, he stated that there is an intrinsic motivating factor as to the nature of the job and once that occurs when an activity is executed from the happiness that is reached from engaging in the actions independently. He also perceived intrinsic encouragement regarding the job atmosphere, which provides individuals the enticements and incentives he gets after the task has been completed. Van Niekerk (1987) noted motivation creates working conditions that impact workers to carry out a certain task from their own available will in an attempt to reach the institution's objectives and at the same time meet their requirements. Du-Toit (1990) introduced three classes of factors that affect job motivation, viz personal factors such as the goals, beliefs, and desires of individuals themselves, job factors such as role complexity and obligation, and organizational factors such as rules, protocols, and norms.

Motivating is the desire to indoctrinate the workers with a sense of mission and to sustain a consistent, ease of communication with all individuals. It is a factor that aims to encourage each worker's ability to collaborate with each team member. Maintaining it is to establish and perpetuate the environment that gives peace and stability to the entire working community for the good of all those concerned – the whole business (Scheer 1979). As the strongest inspiration

comes from inside, by inspiring people, the boss should do nothing than build the right circumstances that make workers motivated and excited about their jobs. The job managers do motivate, persuade, and enable people to get involved. The employer must be approached to inspire the member of staff; to meet him, clear comprehension of the nature of his make-up is required (Allen 1986). Efforts to motivate requires to be geared toward strengthening business activities. Conversely, to be efficient, they must be intended to show the benefit plans. Encouragement will only be achieved if employees will combine their personal goals with those of the company. Motivation is therefore described, according to Robin and DeCenzo (1995), as the desire to demonstrate a significant degree of effort to achieve organizational objectives, influenced by the capacity of the attempt to accomplish some personal need. Campbell and Pritchard (1976) describe motivation as a set of different and contingent interactions that clarify the course, intensity, and consistency of a person's behavior in which the results of aptitude, expertise, perception of a role, and pressures in the workplace are constant.

2.1.1 Worker Motivation

The concept of motivating staff and worker efficiency has greatly been viewed by many scholars. Motivation and efficiency are developing in large firms' strategies. Worker motivation is connected to staff efficiency. By directing the inquiry thusly, the subsequent studies clearly emphasized different forms of worker motivation in various firms' structure. Their contextual examination looked at a scope of subjects on staff motivation and its efficiency and how to includes the preposition. A study took a glance at "the followers" of a firm and the main issue an inventor needs to know about several means of supporters. The contextual investigations in this survey develop crafted by Maslow, Taylor, and Herzberg, Simms talks of many firms employ custom-fitted adaptations of "non-money rewards" as representative motivators. The study recommends that the perception introduced by Herzberg about wages has not been a major stimulator. The dimensions to embrace an incentive are not expended with the employee's monthly payments which impact the motivation of the employees. Additionally, it will be progressively adequate to gloat of unusual honor as opposed to a staff pay increment. The study continues to develop the discussion

of non-cash rewards, for instance, vital booking, a staff of the month, and altered target motivators. Simms opined that the managers need to pass on these points of interest to agents since various workers do not fathom their outright reimbursement. In passing on the group, business strengthens employee's guarantee which spikes their responsibility (Simms, 2007).

Hence, incentive prompts progressively noticeable staff contentment and efficiency. The relevant examination by a scholar discusses bunches spreads out the use of gathering spurring powers to assemble bargains over the various aspects. Simms (2007) employs essential means of incentive procedures, using regular bargains social events of the top arrangements' gatherings (Jacobson, 2007). Sainsbury (2012) indicates that it is essential to implement a form where employees are legitimately engaged with recommendations for variation. Through making a principle where worker involvement is esteemed and used, progressions looked by the association are improved comprehended and get the help of the representatives. Silverman (2016) acclaims charge staff connected by engaging them with narrating. Businesses can deliberately approach workers to recount their story for good or not all that great circumstances. Along these lines, a representative/business connection could be produced that could assist encourage common help and thought to share. Whitening (2007) and Silverman (2006) proposed that firms' culture must be created based on the idea of narrating. Through manufacturing associates, the representative will be honored by the firm and boss as a benefactor. Scarborough (2006) takes a look to examine the connection between pioneer's exploitation of motivation and employee service fulfillment and the impression of an administrator's practicability. There exists a factually huge connection in this examination between an employer's exploitation of motivation and employee "work fulfillment" and the view of a chief's adequacy. This worker variety arrays from undertaking nothing to being vivaciously loyal and significantly involved. Along these lines, an inventor could assess the assistants and tailor an authority way to deal with amplify the impact effort will have on agent motivation. A progressing subject of communication among bosses and representatives develops as a prerequisite for worker motivation (Jacobson, 2007; Whitening, 2007; & Scarborough, 2006). A considerable lot of these logical examinations

interface high specialist motivation with extended agent execution (Jacobson, 2007; Whitening, 2007; & Scarborough, 2006). Using Kellerman's "level of commitment" characterization, a firm could tailor the usage of ML and the inspirational systems of the firm. Based on this, employee's motivation could be amplified to create employee efficiency centering the implementation of ML and persuasive methods.

2.1.2 The Hypothesis of Maslow

In 1945, Maslow attempted to combine an enormous collection of inquiries related to motivation, before Maslow, researchers all around trotted autonomously around these issues as science, accomplishment, or ability to elucidate what strengthens, facilitates, and proceeds. He set a pyramid of wants subject to two categories: insufficiency needs, and improvement desires. The lower want needs to be met to move to the next level. At the point when all these prerequisites have been fulfilled, in the later period when an issue arises, the person will turn to clear the inadequacy. Be that as it may, the theory of Maslow rose in the mid-1960s as a method of human comportment in a firm. Due to the advancement by McGregor (1960, 1967), the method turned out globally examined and used by authoritative analysts including by managers. As right on time as 1954, Abraham talked about two additional wants, to be specific, psychological, and need. Needs comprised the craving to advance toward magnificence and away from grotesqueness. The principal is portrayed by putting toward accomplishments of inalienable possibilities, and the other is set uniquely toward lifestyle not upgrading. He organized in a formative pecking order. During youth, one grows aware of every necessary thing. Individually, people take each of the five needs to work. On the off chance that someone encounters unsettling feebleness since redundancies are being envisioned or because may sense nonattendance of request and value in the firm, he won't be keen on the association's strategies and plans intended to help to sustain greater desires. Once he is unable to see a simple and direct form to fulfill these necessities, the risk ahead will be reasonably high, deterring or disrupting crafted by the firm, separating work understandings and taking to the streets. Maslow's order of needs is largely recognized as an advantageous basic investigation of staff inspiration and which can help us, along these lines, to

realize why people carry on how they do in a given situation and to foresee how the situation will be in the future. According to this theory, when lower stage needs must be satisfied which in return wouldn't give motivation.

Persons advance up the order as every level needs get fulfilled. Hence, to give inspiration to an adjustment in conduct, the chief should focus on the following more elevated level of necessities (for this situation, love, or extraordinary needs) that look for fulfillment. Be that as it may, there are various issues concerning Maslow's hypothesis to the work circumstance. These incorporate the accompanying: "People don't fulfill their needs, particularly more significant level needs, directly through the work circumstance." There is a question about the time, which passes between the fulfillment of a lower-level need and the development of more elevated level needs. Singular contrasts imply that individuals place various qualities on a similar need. More significant compensation or advancement, for instance, can be applied to all degrees of the chain of importance. In any event, for individuals inside a similar degree of the pecking order, the rousing elements cannot be equivalent. Several exist in which persons may aim for fulfillment concerning their needs. Douglas viewed that fulfillment as the primary persuasive result of the conduct. However, work fulfillment doesn't prompt improved work execution. Corridor and Nougaim (2000) attempted an assessment of Maslow's need hierarchy hypothesis in a hierarchical situation.

2.2 Motivational Incentives

To keep laborers persuaded their needs should be tended to as undertake objectives are come to. Fulfilling laborers' needs is disseminating motivators at the point when certain goals are practiced. Delegates have needs that they need meeting and administrators have targets that they reach, and they can collaborate as a gathering to satisfy the requirements of both the laborers and their managers. Workers who are spurred to help arrive at the objective of the business and do so ought to be perceived with a motivation/reward. While thinking about things that motivate forces to use there are two sorts to know about, outward and inborn. Extraneous prizes are external prizes that happen isolated from work, for instance, money and other material things. Of course,

inherent prizes are inside remunerations that an individual feels when playing out a business, so that there is a quick and brief relationship among work and prize. The intensity of impetuses is monstrous and inescapable, which is even more explanation they require cautious administration (McKenzie and Lee 1998).

Store (1987) has outlined a rundown of these favorable circumstances and impediments related to monetary motivating forces. Numerous development organizations have just thought about that there can be points of interest and burdens of building up a motivator program. An examination by Sanders and Thompson (1999) indicated that those firms that keep their program straightforward with the rule focus of the program at the highest point of the need incline (to benefit the endeavor about cost, plan, customer backing, condition, and quality) are in like manner considered an accomplishment of any propelling power program. Spurring powers are normally portrayed as unquestionable prizes that are assumed to the people who are performing at a certain level. For example, bonuses may be accessible to workers, directors, or top administrators. Regardless of if the motivating force is connected straightforwardly or not, and the prize follows fruitful exhibition (Mackenzie and Lee, 1998). Various firms sense that cash is no longer not too bad assistance. Others battle that little rewards, for instance, toasters and blenders don't push. Various firms in this manner offer advantage sharing plans; or associations have surrendered cash related prizes and rather offer sumptuous outings to some regions of the world¹. Due to the cost, these projects require cautious checking. Contribute their contemplations concerning what sets up a reasonable level of execution. An impetus plan may likewise come up short if the proportion of achievement overlooks quality or security. An undeniable issue exists when motivation is applicable to work that is paced by a machine. Motivating forces could be distinctly connected to execution, however not all motivators can be attached to target norms. Some motivator bonuses are given based on an abstract appraisal by a prevalent on the value of specific specialists. This strategy may root a clang between laborers, mainly the individuals who

¹Regions are Europe and some Caribbean islands

don't win prizes. There is a wide range of sorts of impetus strategies, with the yearly execution reward plan being the most well-known. Each uncommon kind of inspiring power plan has two points of interest and detriments. A yearly introduction prize is conflicting and thusly hard to interface together with execution. This sort of rousing power plan moreover will as a rule motivation to laborers (Turkson, 2002). Every affiliation is stressed over what could be achieved to proceed with huge degrees of execution via its personnel. This suggests giving close thought concerning how persons can be convinced through strategies, for instance, propelling powers, prizes, activity, etc, and the affiliation setting inside which they complete the work (Armstrong, 2006).

2.3 Other Features of Motivation

Efficiency all in all has been characterized as the degree at which merchandise is created regarding the number of people and the proportion of materials significant to delivered it (Gaissey, 1993). The performance of employees will indicate the true picture of an organization; therefore, it's critical to discover an assortment of techniques for persuading representatives. "Motivation is the willingness to accomplish something," according to Robbins and DiCenzo in their book "Supervision Today."

Persons propel oneself to fulfill their aims, in this way they support and organize their endeavors for the aims of the firm determinations to encounter with their aims too. This shows management priorities are directly linked to an individual's objectives.

2.3.1 Money Incentives

Money is the strongest incentive and there is no other motivation that comes like it in terms of its importance (Locke & Latham, 1990). Stanley (2012) opined that money is influential in magnetizing, maintaining, and inspiring employees for better success. Individuals aren't available for free; workers deserve recognition for the job they do. Staff ought to be inspired by appropriate compensation programs and reward schemes and this would inevitably inspire them to be constructive and then have the right mindset toward work, thus promoting corporate efficiency (Armstrong, 2007).

According to McMilloh (2001), monetary incentives mean any willingness to spend cash or reduce the amount charged for goods or services or other credit rewards. Monetary benefits and bonuses trigger employee motivation and/or loyalty positively. Employees remain with an organization as the rewards of becoming part of an enterprise greatly surpass the company's cost of quitting (Saleem, 2011). The idea that workers are terrified to lose their jobs makes money an incredibly powerful motivator since it is crucial for economic survival (Cole, 2000). A manager's primary task is to ensure the achievement of company and organizational priorities. This will only happen if workers, who are an organization's primary assets, have a constructive outlook about their organizations (Banjoka, 1996). Firms recruit qualified human capital to maintain the rate of attaining targets. Organizations must deliver a decent working atmosphere, market-based compensation, workplace protection, education, etc., using qualified human capital (Hersberg, 2009).

Although there are several means of compensating a selling force, most companies employ three primary methods: wages, bonuses, and a mix of wages and bonuses (Wiese & Coetzee, 2013). In addition to wages and bonuses, financial benefits may include repayment of advertising and travel costs. Taylor identified money as one of the most important factors in encouraging workers to achieve improved productivity (Steers & Porter, 2011). Therefore, it is important that companies seriously inquire about the financial compensation arrangements they give their workers. Financial benefits strengthen the working partnership as it provides the basis for a high degree of engagement and thus businesses need to implement policies that provide competitive opportunities and promotions such as advancement, compensation, benefit distribution, or participation and share ownership of workers, etc (Ismail et al., 2009). Nevertheless, some scholars argued that the main objective of compensation is to improve extrinsic motivation by implicitly fulfilling the desires of the employee utilizing salary and promotions (Anthony & Govindarajan, 2007). A good means of inspiring workers at any point is to give them competitive incentives; connecting compensation to success increases the value of money motivation (Kinicki & Kreitner, 2016). Many business sectors provide financial incentives to attract workers, and many individuals work solely to earn money

or obtain financial incentives appreciation (Giancola, 2011). The use of monetary benefits to encourage people suits positive reward and deterrence concepts. One prominent idea of using financial rewards to encourage employees at all stages is to examine which benefits are more appealing to individuals (Denisi & Pritchard, 2016). Some staff is ultimately driven by wages and benefits and many others are inspired internally by praise and bonuses or greater outcomes (Giancola, 2011).

2.4 Level of Motivation of employees

In Mosley et al., (2001) there are three motivation degrees for workers. The first one is controlling the worker's behavior. It shows the practices in which the persons decide to accomplish. The second one is the degree of effort. It suggests the happiness of the people individually with the conduct. The last one is the degree of persistence. It indicates the ability of the individual to execute their task regardless of the issues they encounter. They opined that management employs several tactics, methods, and procedures to motive and improve staff during working settings, hence various tactics, processes, and methods might have other means of inspirational impact on different persons. Daschler and Ninemeier (1989), wrote the aspect staff/worker may aim in the workplace. The survey on some of the worker concerns which could be shown in the scene of systems to inspire employees. Representatives are ones who come from diverse backgrounds, have distinctive training with specific meetings and their numerous family groups are the variables under which their needs are defined. The other important variables are: evaluating work, work that gives a sense of individual accomplishment, expressing appreciation for good results, extending duty and the ability to improve in the operation, the sentiment of significance and committing to the association, and cooperation in work-related issues that influence the representatives which satisfy and convince members. Employment fulfillment is a proportion of how cheerful staff is in their professions and workplaces. Holding insurance high among employees is of tremendous advantage to any company as a product. laborers will be bound to create more outcomes, take fewer vacation days, and stay faithful to the organization. Occupation fulfillment refers to a factor that impacts employees'

activity. Worker fulfillment non-attendance can cause expanded non-appearance and excessive work environment change. Work fulfillment increases the level of workplace satisfaction which contributes to a productive approach to work. A fulfilled specialist is inventive, adaptable, imaginative, and steadfast. Occupation fulfillment, as a rule, implies the work power is propelled and focused on top-notch performance. Improving the kind of working experience will assist employees with increasing efficiency. The fundamental finding of their examination is that activity fulfillment depends on the successful organization, correspondence, workplaces, and focal points, including pay rates, progressions, and future business bearings.

2.5 Performance Appraisal

Workers want to know “how well they are doing with their work.” One of the simple declarations is basic aphoristic in any association, but most likely it has given rise to more debate, applicable analysis, and sound advice than any other assertion in the board's entire life (Kavanagh, 1997). Representatives need to understand how well they're doing, and how keen they are on getting reviews and making sure they succeed in the direction of business objectives. The evaluation of the members causes the company to grow, to fill an empty role, to organize staff for planning and development. Operation is a process within the scope of the general operation of the board of directors and is discussed as "the evaluation of an individual's work performance to arrive at objective personnel decisions" (Robbins et al., 2000).

2.6 Absolute Standard Performance Appraisal

ASPA alludes to a circumstance in which representatives are contrasted with a standard. Also, the assessment of them is free of other workers in work gathering (Dessler,2000). This standard is otherwise called the old strategy for the performance evaluation of workers. In general, this form of evaluation combines a few bits of various systems to make them adaptable. The need for this structure is to attempt to measure it. The execution of people in terms of events and odd scenes that occur in the execution of work. This kind of event is a simple phenomenon. In this technique, the director documents the positive and

negative actions of the execution of individuals in the assessment term (2008). The terms are agenda, the realist size of the ranking, and behaviorally anchored rating scales (Monday, 2008, Wiese, 1998).

2.7 Performance

Employee efficiency and job efficiency are interlinked as each show how an individual has performed his assigned work effectively. There are different meanings for the word 'performance,' whatever the significance of this measure might be, it is crucial for the achievement of the organization's objectives and individual achievements. Organizational performance may be characterized as a team of individuals working collectively to achieve organizational targets and priorities, whereas a person uses their capabilities and skills to achieve operational goals as individual performance (Patel, 2013). Although the performance of the organization as well as employee productivity is both aimed at accomplishing organizational objectives through various dimensions. The performance is related to jointly pursuing the accomplishment of target goals (Pathirage, Amaratunga, & Haigh, 2004), however, when a person carefully and successfully uses resources to accomplish the goals, it is specific job performance.

The key aim in performance development and improvement will be solely for the respective organization (Sai, 2014). Due to the extreme high-performance of the employees, organizations will benefit in the short term and the long term (Ali, Dahie & Ali, 2016). It has been noticed recently that many companies invest in workforce growth mainly because workforce output is directly linked to organizational progress (Hameed & Waheed, 2011). Organizations would pay greater priority to the development of employees because it will ensure that workers are productive, efficient, and empowered to minimize the staff turnover rate (Bocciardi et al., 2017). Though its financial components in certain development initiatives will be high and the outcome can be tangible as well as intangible. Tangible returns would be in the form of reduced duplication, income loss, productivity boost, and so on. whereas intangible results may be, increased reputation and brand name, retention of workers, and loyalty. These elements will give the company a specific market position and among the rivals

as well. But the critical and demanding task is to figure out the motivational factors that will affect the morale and efficiency of the workers (Dobre, 2013).

2.8 Central Bank of Somalia

In recent decades, central banks have dramatically modified their basic qualities and expanded the number of nations that established such banks (Irbad, 2016). At the turn of the nineteenth century, just 18 of these banks modified their functioning structures, whereas at the start of the 21st century the proportion had risen to 173. Such banks made the landmark position when reforms were applied during the nineties when they slowly became separate from the influence of their governments. Because of these changes, 34 central banks have implemented the new monuments.

Segregation of the independence of the central bank from the political process has become a big priority over the last two decades. Several nations have adopted certain structural changes that have allowed the apex banks greater freedom from the political establishment (Kydland & Prescott, 1977; Barro & Gordon 1983). There's been some timely research on central bank ambiguity, indicated that the empirical reason for these monetary policy changes is that the effectiveness of the inflation strategy relies on financial institutions with much more devastating inflation perceptions (Rogoff, 1985). Broad agreement has been reached across the globe of scholars, experts, and analysts that monetary policy targets must be set by the central government, but its execution of monetary policy and its targets must be free of government influence and political interference. The attainability of stable markets and optimum sustainable employment depends on the stability of the level of economic activity and the extension of its manufacturing potential. Attaining monetary policy allows monetary authorities to take a longer-term perspective while expressing their opinions-only an impartial central bank with a mission to produce a better economic performance, in the long run, is ideally positioned to take that perspective.

Though Somalia's central bank was restored in 2006, its scope is limited to the existing time in 2015. The Central Bank of Somalia's vision includes to: promote financial policy, preserve the worth of the currency (shilling), enhance

productivity expansion, and add value to economic and financial reforms. The truth is that Somalia's CB can not penetrate foreign financial institutions, as the bank has a little functioning operator to draw funds from the private sector (Irbad, 2016). Somalia's CB appears to lack some contents: legislative and regulatory system, a solid tradition of property rights, collateral contract practicability and open credit records, and a stable financial structure. Due to the inadequate features and functions of Somalia's CB, the remittance institutions Somali are the principal stakeholders in the financial sector. Such remittance firms have a large network of agents who offer services to all cities in Somalia.

2.9 Empirical Review

Ek and Mukuru (2013) used descriptive and correlation analyses to conduct the relationship between motivation and performance in Kenya and they found that staff isn't fulfilled with the paying structure and its environment. Asim (2013) employed descriptive, correlation, and regression analyses to carry out motivation impact on performance including training in Pakistan, and found that a strong correlation exists between training and employee motivation.

Dobre (2013) review the nexus between motivation and performance of the organization in Romania. The study reported that empowerment and appreciation upsurge motivation among employees. Maduka and Okafor (2014) used descriptive and inferential analyses on the relationship between motivation and employee productivity in Nigeria and found that most of the junior employees appreciate financial incentives more than the non-financial incentive. Khan and Gautam (2014) investigated the motivating impact on productivity in India using a review method. They revealed that motivation positively impacted on productivity.

Upev, Chorun, and Idachaba (2015) used a descriptive method to carry out the nexus between motivation and productivity in Nigeria. They found that the greater the motivating factors, the more productivity. Ashraf, Azam, and Ashraf (2015) employed a percentage analysis to survey the connection between strategic motivation and worker motivation among banks in Pakistan. They

reported that promotional advancement contributes more to workers' motivational strategies.

Nimusima and Tumwine (2016) used both descriptive and correlation analyses to examine staff motive and productivity in Rwanda. They reported that motivation stimulates productivity that the better the motivating factors, the better the productivity. Bawa (2017) did a review on the connection between motivation and productivity of the employee in Nigeria and found that diverse motivating factors exist among employees.

Nabi et al (2017) investigated Bangladesh and they found that when workers are inspired, they perform efficiently and effectively. Prince and Samuel (2018) used regression and matrix correlation to examine employee motivation and found that a positive relationship exists between forms of motivation and customer satisfaction. Olusadum and Anulika (2018) illustrated if there is a relationship between motivation and performance of the employee in Nigeria and results showed that a positive correlation exists between the two variables.

Wijesundera (2018) surveyed the connection between motivation and employee in Dubai using descriptive and ranking methods. The study showed that salary is the most significant influence of financial motivation. Mohammed, Okpe, and Oleabhiele (2018) used a simple percentage method to examine motivation effect on staff output in Nigeria and found that motivation stimulates staff output.

Komu, Cheluget, and Gikonyo (2019) used a descriptive survey to examine the correlation between motivation and employee productivity in Kenya and revealed that a positive correlation exists between motivation and employee productivity.

Table 2.1: Review Summary

Study	Country	Technique	Findings
Ek and Mukuru (2013)	Kenya	Descriptive analysis	They found that staff isn't fulfilling with the paying structure and its environment.
Asim (2013)	Pakistan	Descriptive, correlation, and regression analyses	Found that a strong correlation exists between training and employee motivation
Dobre (2013)	Romania	Review	The study reported that empowerment and appreciation upsurge motivation among employees
Maduka and Okafor (2014)	Nigeria	Descriptive and inferential analyses	Found that most of the junior employees appreciate financial incentive more than the non-financial incentive
Khan and Gautam (2014)	Nigeria	Review	They revealed that motivation positively impacted on productivity
Upev, Chorun, and Idachaba (2015)	Nigeria	Descriptive analysis	They found that the greater the motivating factors, the more the productivity
Ashraf, Azam, and Ashraf (2015)	Pakistan	Percentage analysis	They reported that promotional advancement contributes more to workers motivational strategy
Nimusima and Tumwine (2016)	Rwanda	Descriptive and correlation analyses	They reported that motivation stimulates productivity that the better the motivating factors, the better the productivity.
Bawa (2017)	Nigeria	Review of the past studies	Found that diverse motivating factors exist among employees
Nabi et al (2017)	Bangladesh	Descriptive method	They found that when workers are inspired, they perform efficiently and effectively
Prince and Samuel (2018)	Nigeria	Regression and matrix correlation	Found that a positive relationship exists between forms of motivation and customer satisfaction
Olusadum and Anulika (2018)	Nigeria	Chi-square	They found that a positive correlation exists between motivation and performance of the staff

Table 2.1: (con) Review Summary

Study	Country	Technique	Findings
Wijesundera (2018)	UAE	Descriptive and ranking methods	The study showed that salary is the most significant influence of financial motivation
Mohammed, Okpe, and Oleabhie (2018)	Nigeria	Simple percentage	Found that motivation stimulates staff output
Komu, Cheluget, and Gikonyo (2019)	Kenya	Descriptive analysis	Revealed that a positive correlation exists between motivation and employee productivity

Source: Research compilation

3. STUDY METHODOLOGY

This section shows the procedure to be used in gathering information from the participants. It discusses the design for this investigation and gives facts about the population and technique to use in this study.

3.1 Exploratory design

This design shall be a descriptive cross-sectional exploration that contains a numerical survey. By providing a simple questionnaire to Staff at Central Bank of Somalia and assessing their level.

3.2 Study Area

This work was carried out at the Somali central bank. Mogadishu is Somalia's capital city.

3.3 Study Population

The cross-segment of the staff Central Bank of Somalia which consists of 80 themes strained from each departmental unit of the organization has experimented. With this examination, the laborers will be partitioned into three categories such as temporary and permanent staff and other officers.

3.4 The Sample Size Estimation

The size sample of this investigation shall be 108 participants to arrive the sample size, the Slovene's method was used using the below formula

$$n = \frac{N}{1 + Nxe^2}$$

where n= sample size

N= population size, and e = margin of error of 5%

$$n = \frac{150}{1 + 150 \times 0.05^2} = 108 \text{ subjects,}$$

Table 3.1: Sample size

CLASS	NUMBER
Other Officers	50
Permanent	32
Temporary	26
TOTAL	108

Source: Writer's Computation (2020)

3.5 Data Collection procedure

This study was conducted from **February 15 to April 15; 2020**. The study duration was 2 months. This study data was collected from 108 respondents from three major groups. The data used are shown below.

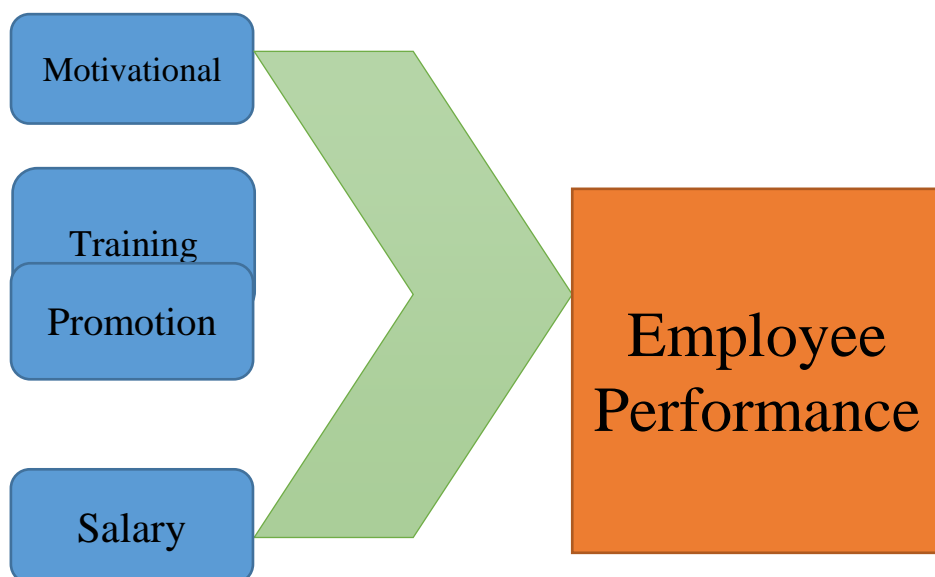


Figure 3.1: Independent Variable Dependent Variable

Source: Author's Design.

Data were analyzed using SPSS, version 20.0. The data was cleaned and checked any possible missed data before it is processed. The outcomes were

entered in an open office spreadsheet to create great quality tables, bars, and pie diagrams, for a bivariate portrayal of the insights.

3.6 Quality Control

Quality issues were tended to through the accompanying measures to guarantee that the information assortment was gotten finished, dependable, and precise. These measures were contributed towards both the inside and outer legitimacy of the investigation. Preparing research colleagues has occurred. The inquiries and the assents structure were interpreted verbally for the meetings into the neighborhood language (Somali) by the scientist collaborators who were conversant in the nearby language was utilizing. Checking for culmination and exactness of finished information assortment structures was done toward the finish of every day of information assortment. Holes distinguished, for example, missing sex were tended to by counseling with the individual research partners. Before the final research begins, one day of piloting will be carried out, feedback and recommendations will be considered, and some necessary improvements will be made on the surveys.

3.7 Frequency Analysis

Frequency analysis can help to outline the information assortment and measure the aggregate of respondents chose for each to figure out which got the most noteworthy number to the least number.

3.8 Descriptive Analysis

A descriptive study is applied to show the potentials of a population. It comprises the recognizable proof of a particular wonder's properties dependent on observational reason or through the examination of the connection between in any two events (Sigmund, Babine, 2010), thus, the study strategy developed in this examination venture is survey-based. The poll will regulate a chose test from a populace and when gathered back the surveys from respondents; the scientist applied the information gathered for reason for the investigation. Besides, a clear research approach will be applied in this exploration venture.

Clear research is likewise called factual research is. The principal objective of this sort of research is to look at frequencies, midpoints, and other measurable counts.

3.9 Factor Analysis

Factor examination is a measurable strategy that can be exploited to look at or decide the connections between the quantities of factors and explain these factors as far as their regular basic dimensions. The methodology includes consolidating the data contained in a couple of unique factors into a littler arrangement of measurements with negligible loss of data. The factor investigation fills a few related needs. Factor investigation is a method of reliance wherein all factors are all the while considered, each identified with all others (Hare, 1998).

3.10 Correlation Analysis

Correlation investigation is a strategy for factual development to decide the connection between free and ward factors in the examination to inspect quality between them.

3.11 Multiple Regression Analysis

Multiple regressions are the factual apparatus that used to drive the estimation of a basis from a few independent variables or factors against the dependent variable. Zikmund (2003) explained that multiple regression is an examination that expresses the impact of two or more independent variables on one dependent variable.

3.12 Reliability and Validity of the Study

Reliability is the degree of consistency to which an examination instrument gauges whatever it is planned to quantify (Orodho, 2005). This test is applied to mean the estimation of the inside consistency due to recognizing either Every single thing in every aspect of the survey is deeply connected or solid. As per Salkind (2006), unwavering quality information existed when a test to quantify

information was done more than once and produces similar outcomes. Hence, in this exploration venture, the unwavering quality test is applied to test the scale things. “Cronbach's Alpha Coefficient” is received to produce in general, the knowledge and its importance will increase with a change in the quantity of scale products. As indicated by Salkind (2006), dependability information existed when a test to gauge information was done more than once and produces similar outcomes. In this manner, in this exploration venture, the dependability test is applied to test the scale things. “Cronbach's Alpha Coefficient” is accepted to construct knowledge and its importance will generally increase with an increase in the quantity of scales of items. In accordance with Sekaran (2003), he referenced that the closer Alpha incentive to 1, it spoke to an elevated level of unwavering quality (Cronbach's Alpha = > 0.90). On the off chance that the Alpha worth is under 0.6, it might be anticipated that instrument utilized in the investigation had a low unwavering quality (Cronbach's Alpha = < 0.60). On the off chance that estimation of Alpha is more than 0.7 (Cronbach's Alpha = 0.7 < 0.9), it demonstrates the instrument is acceptable and satisfactory unwavering quality.

3.13 Reliability Result

Table 3.2: Reliability Statistics

Cronbach's Alpha	N of Items
.908	20

Source: Reviewer’s computation (2020)

The number of items distributed to the participants of the target audience was 20 and these items were subjected to pre-test and post-test analysis to validate the reliability. The post-test was done using the Cronbach test and the outcome reported the value of 0.908, indicating that the questionnaire has above 90percent reliable to achieve the target objectives.

4. RESULT DISCUSSION

4.1 Frequency Result

Table 4.1: Gender

		Percent	Valid Percent	Cumulative Percent
Female	30	28.0	28.0	28.0
Male	77	72.0	72.0	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

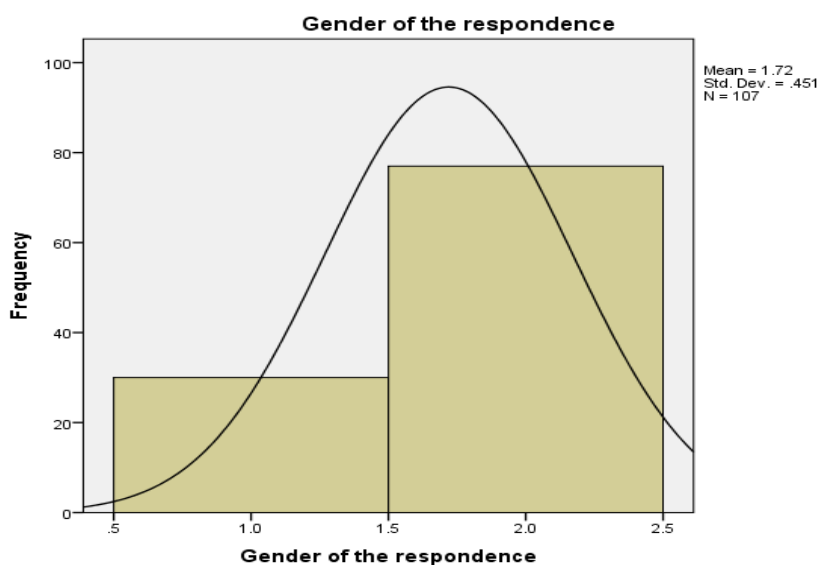


Figure 4.1: Gender of the Respondent

Source: SPSS Output

The female participants have the number of 30 with percent of 28.0 while the male participants have 77 indicating 72.0percent and signify that the male participants are far more than the female partakers in the survey. Though, during the distribution, the questionnaire was distributed according to the departmental unit without considering gender participants.

Table 4.2: Marital status of the respondent

		Percent	Valid Percent	Cumulative Percent
Single	66	61.7	61.7	61.7
Married	41	38.3	38.3	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

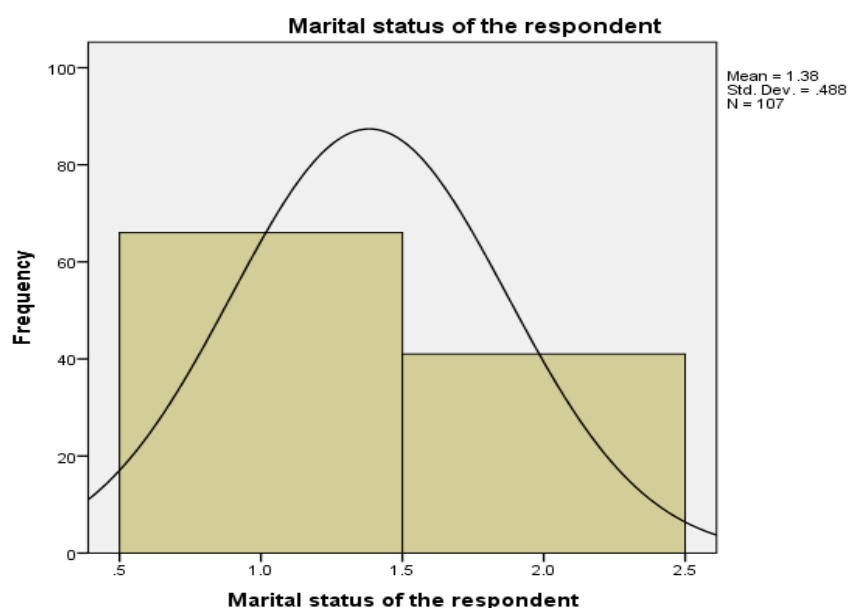


Figure 4.2: Marital Status of the Respondent

Source: SPSS Output

The outcome of Table 2 shows that single staff participants are 66 with the percentage of 61.7 while the married staff participants are 41 with the percentage of 38.3, implying that this survey conducted among CB of Somalia staff showed that the single participants are more than the married participants.

Table 4.3: Age

		Percent	Valid Percent	Cumulative Percent
15 - 24yrs	33	30.8	30.8	30.8
25 - 34yrs	64	59.8	59.8	90.7
35 - 44yrs	9	8.4	8.4	99.1
45 - 54yrs	1	.9	.9	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

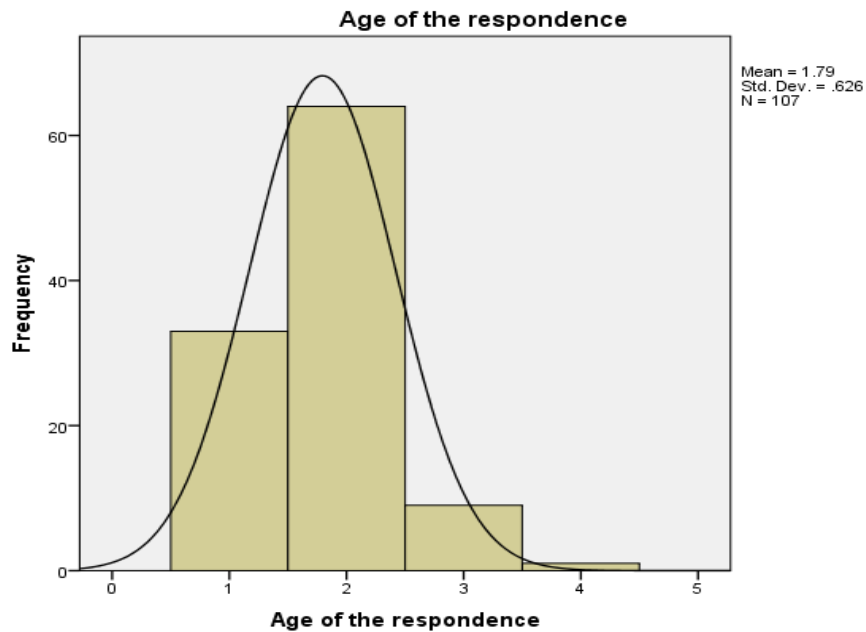


Figure 4.3: Age of the Respondent

Source: SPSS Output

The age group of the participants of this survey shows that 15-24yrs has 33 participants with a percentage of 30.8, ages between 25-34yrs has 64 participants with the percentage of 59.8, 35-44yrs has 9 with the parentage of 8.8 while age between 45-54yrs has 1 with the percentage of 0.8. The result indicates that the middle age has the highest participant during this survey.

Table 4.4: Qualification of response:

		Percent	Valid Percent	Cumulative Percent
Secondary	3	2.8	2.8	2.8
Diploma	3	2.8	2.8	5.6
Degree Cert.	61	57.0	57.0	62.6
Masters	35	32.7	32.7	95.3
Ph.D	5	4.7	4.7	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)



Figure 4.4: Qualification of the Respondent

Source: SPSS Output

The degree of the participants showed in the Table 4 revealed that secondary certificate is owned by 3 participants with a percentage of 2.8, participants with a diploma are 3 with a percentage of 2.8, bachelor's degree has 61 participants holders with a percentage of 57.0, masters cert are 35 with the percentage of 32.7 while Ph.D. has 5 holders with the percentage of 4.7. This indicates that many of the participants are educated and own higher degree qualifications.

Table 4.5: Staff Category

		Percent	Valid Percent	Cumulative Percent
Contract	10	9.3	9.3	9.3
Junior Staff	67	62.6	62.6	72.0
Senior Staff	30	28.0	28.0	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

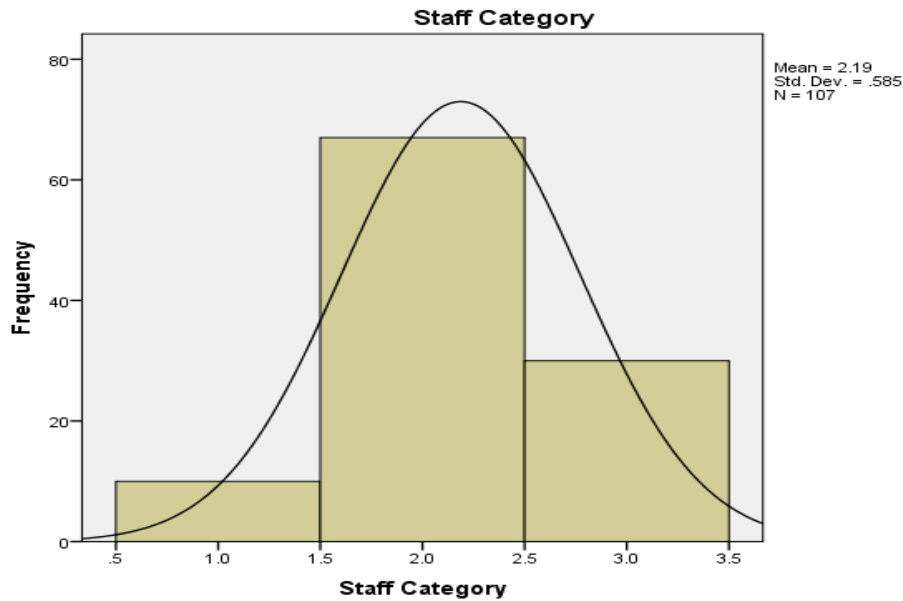


Figure 4.5: Staff Category

Source: SPSS Output

The category of staff that participated in this survey shows that 10 of the staff contracts with the percentage of 9.3, the junior staff are 67 with the percentage of 62.6, while the senior staff has 30 participants with the percentage of 28.0.

Table 4.6: Incentives

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	49	45.8	45.8	45.8
Fairly Agree	26	24.3	24.3	70.1
Not Sure	16	15.0	15.0	85.0
Fairly Disagree	8	7.5	7.5	92.5
Extremely Disagree	8	7.5	7.5	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perceptive of the participants about whether incentives are important for the motivation of workers displayed that 49 participants with the percentage of 45.8 extremely agreed, 26 of them agreed with the percentage of 24.3, 16 were not sure, 8 of the participants fairly disagreed while 8 of them extremely disagreed. This is noted that incentives are important for the motivation of workers.

Table 4.7: CEO

	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely Agree	47	43.9	43.9	43.9
Fairly Agree	34	31.8	31.8	75.7
Not Sure	7	6.5	6.5	82.2
Fairly Disagree	9	8.4	8.4	90.7
Extremely Disagree	10	9.3	9.3	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The table above shows the view of the participants that it is important that the chief executive offer motivate staff, 47 of the sampled population extremely agreed with the percentage of 43.9, 34 of them fairly agreed with the percentage of 31.8, 7 of them with the percentage of 6.5 were not sure, 9 of the participants with the percentage of 8.4 fairly disagreed while the 10 participants left extremely disagreed. This connotes that motivating staff by the chief executive officer is an essential concept in an organization.

Table 4.8: Best- no-incentive package

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	21	19.6	19.6	19.6
Fairly Agree	28	26.2	26.2	45.8
Not Sure	33	30.8	30.8	76.6
Fairly Disagree	18	16.8	16.8	93.5
Extremely Disagree	7	6.5	6.5	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perceptive of the participants about whether workers put in their best when they are placed on little or no-incentive package displayed that 21 participants with the percentage of 19.6 extremely agreed, 28 of them agreed with the percentage of 26.2, 33 were not sure, 18 of the participants fairly disagreed while 7 of them with the percentage of 6.5 extremely disagreed. This means staff does not put in their best when they are placed on little or no-incentive package.

Table 4.9: Fat salaries

	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely Agree	41	38.3	38.3	38.3
Fairly Agree	25	23.4	23.4	61.7
Not Sure	19	17.8	17.8	79.4
Fairly Disagree	14	13.1	13.1	92.5
Extremely Disagree	8	7.5	7.5	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The above result indicates that the participants of view about fat salaries are the best tools with which to motivate workers, 41 of the participants extremely agreed with the percentage of 38.3, 25 of them fairly agreed with the percentage of 23.4, 19 of them with the percentage of 17.8 not sure, 14 of the participants with the percentage of 13.1 fairly disagreed while the 8 participants with the percentage of 7.5 extremely disagree. This shows that fat salaries are the best tools with which to motivate workers.

Table 4.10: Well-motivated staff

		%	Valid %	Cumulative %
Extremely Agree	60	56.1	56.1	56.1
Fairly Agree	21	19.6	19.6	75.7
Not Sure	9	8.4	8.4	84.1
Fairly Disagree	4	3.7	3.7	87.9
Extremely Disagree	13	12.1	12.1	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perception of the participants about whether well-motivated staff has a positive attitude towards work displayed that 60 participants with the percentage of 56.1 extremely agreed, 21 of them agreed with the percentage of 19.6, 9 of the participants are not sure, 4 of the participants fairly disagreed while 13 of them extremely disagreed, indicating that well-motivated staff has a positive attitude towards work.

Table 4.11: Welfare

		%	Valid %	Cumulative %
Extremely Agree	29	27.1	27.1	27.1
Fairly Agree	36	33.6	33.6	60.7
Not Sure	22	20.6	20.6	81.3
Fairly Disagree	13	12.1	12.1	93.5
Extremely Disagree	7	6.5	6.5	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The table above shows the view of the participants that workers' welfare should be a paramount issue of concern to top management who wish to have higher productivity, 29 of the sampled population extremely agreed with the percentage of 27.1, 36 of them fairly agreed with the percentage of 33.6, 22 of them with the percentage of 20.6 are not sure, 13 of the participants with the percentage of 12.1 fairly disagreed while the 7 participants chose extremely disagreed, implying that many of the participants concur that workers' welfare should be a paramount issue of concern to top management who wish to have higher productivity.

Table 4.12: Salary is delayed

		%	Valid %	Cumulative %
Extremely Agree	17	15.9	15.9	15.9
Fairly Agree	22	20.6	20.6	36.4
Not Sure	26	24.3	24.3	60.7
Fairly Disagree	26	24.3	24.3	85.0
Extremely Disagree	16	15.0	15.0	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perception about workers will still perform well even if their salary is delayed shown in the above table displayed that 17 participants with the percentage of 15.8 extremely agreed, 22 of them agreed with the percentage of 20.6, 26 are not sure, 26 of the participants fairly disagreed while 16 of them extremely disagreed. This connotes workers will not perform well even if their salary is delayed.

Table 4.13: Inter-Personal

	Frequency	%	Valid %	Cumulative %
Extremely Agree	34	31.8	31.8	31.8
Fairly Agree	38	35.5	35.5	67.3
Not Sure	11	10.3	10.3	77.6
Fairly Disagree	11	10.3	10.3	87.9
Extremely Disagree	13	12.1	12.1	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The table above shows the view of the participants' inter-personal relationship between top management and staff should be encouraged, 34 of the sampled population extremely agreed with the percentage of 31.8, 38 of them fairly agreed with the percentage of 35.5, 11 of them with the percentage of 10.3 are not sure, 11 of the participants with the percentage of 10.3 fairly disagreed while the 13 participants left extremely disagreed to this, which indicates that inter-personal relationship between top management and staff should be encouraged.

Table 4.14: Recreational n

		%	Valid %	Cumulative %
Extremely Agree	30	28.0	28.0	28.0
Fairly Agree	31	29.0	29.0	57.0
Not Sure	27	25.2	25.2	82.2
Fairly Disagree	8	7.5	7.5	89.7
Extremely Disagree	11	10.3	10.3	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perception of the participants about the recreational facilities are important in every organization displayed that 30 participants with the percentage of 28.0 extremely agreed, 31 of them agreed with the percentage of 29.0, 27 are not sure, 8 of the participants fairly disagreed while 11 of them extremely disagreed, indicating that the recreational facilities are fairly important in every organization.

Table 4.15: Favoritism

		%	Valid %	Cumulative %
Extremely Agree	19	17.8	17.8	17.8
Fairly Agree	36	33.6	33.6	51.4
Not Sure	33	30.8	30.8	82.2
Fairly Disagree	14	13.1	13.1	95.3
Extremely Disagree	5	4.7	4.7	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The table above shows the view of the participants that favoritism on the part of the MD/CEO can contribute to productivity, 19 of the sampled population extremely agreed with the percentage of 17.8, 36 of them fairly agreed with the percentage of 33.6, 33 of them with the percentage of 30.8 are not sure, 14 of the participants with the percentage of 13.1 fairly disagreed while the 5 participants left extremely disagreed. This connotes that favoritism on the part of the MD/CEO cannot contribute to productivity.

Table 4.161: Adequately provided

		%	Valid %	Cumulative %
Extremely Agree	48	44.9	44.9	44.9
Fairly Agree	33	30.8	30.8	75.7
Not Sure	6	5.6	5.6	81.3
Fairly Disagree	9	8.4	8.4	89.7
Extremely Disagree	11	10.3	10.3	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perception of the participants about whether staff works best when working equipment and facilities are adequately provided displayed that 48 participants with the percentage of 44.9 extremely agreed, 33 of them agreed with the percentage of 30.8, 6 are not sure, 9 of the participants fairly disagreed while 11 of them extremely disagreed, showing that staff performs best when working equipment and facilities are adequately provided.

Table 4.17: Receiving credit

		%	Valid %	Cumulative %
Extremely Agree	41	38.3	38.3	38.3
Fairly Agree	27	25.2	25.2	63.6
Not Sure	16	15.0	15.0	78.5
Fairly Disagree	13	12.1	12.1	90.7
Extremely Disagree	10	9.3	9.3	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The table above shows the view of the participants that receiving credit for work done affects your morale at work, 41 of the sampled population extremely agreed with the percentage of 38.3, 27 of them fairly agreed with the percentage of 25.2, 16 of them with the percentage of 15.0 are not sure, 13 of the participants with the percentage of 12.1 fairly disagreed while the 10 participants left extremely disagreed, indicating that receiving credit for work done by the staff affects their morale at work.

Table 4.18: Working attitude

		%	Valid %	Cumulative %
Extremely Agree	30	28.0	28.0	28.0
Fairly Agree	35	32.7	32.7	60.7
Not Sure	20	18.7	18.7	79.4
Fairly Disagree	13	12.1	12.1	91.6
Extremely Disagree	9	8.4	8.4	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perception of the participants about working attitude is affected by the challenges encountered on the job presented that 30 participants with the percentage of 28.0 extremely agreed, 35 of them agreed with the percentage of 32.7, 20 are not sure, 13 of the participants fairly disagreed while 9 of them extremely disagreed. This is noted that the working attitude is affected by the challenges encountered on the job.

Table 4.19: Rewarding

		%	Valid %	Cumulative %
Extremely Agree	56	52.3	52.3	52.3
Fairly Agree	25	23.4	23.4	75.7
Not Sure	11	10.3	10.3	86.0
Fairly Disagree	7	6.5	6.5	92.5
Extremely Disagree	8	7.5	7.5	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The table above shows the view of the participants that rewarding good work and excellence can contribute to more excellence and healthy competition, 56 of the sampled population extremely agreed with the percentage of 52.3, 25 of them fairly agreed with the percentage of 23.4, 11 of them with the percentage of 10.3 are not sure, 7 of the participants with the percentage of 6.5 fairly disagreed while the 8 participants left extremely disagreed. This connotes that rewarding good work and excellence can contribute to more excellence and Healthy competition.

Table 4.20: Monetary rewards

		%	Valid %	Cumulative %
Extremely Agree	26	24.3	24.3	24.3
Fairly Agree	19	17.8	17.8	42.1
Not Sure	27	25.2	25.2	67.3
Fairly Disagree	25	23.4	23.4	90.7
Extremely Disagree	10	9.3	9.3	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perception of the participants about whether only monetary rewards can bring the best in workers presented that 26 participants with the percentage of 24.3 extremely agreed, 19 of them agreed with the percentage of 17.8, 27 are not sure, 25 of the participants fairly disagreed while 10 of them extremely disagreed, which indicates that not only monetary rewards can bring the best in workers/staff.

Table 4.21: Other reasons.

		%	Valid %	Cumulative %
Extremely Agree	30	28.0	28.0	28.0
Fairly Agree	34	31.8	31.8	59.8
Not Sure	14	13.1	13.1	72.9
Fairly Disagree	16	15.0	15.0	87.9
Extremely Disagree	13	12.1	12.1	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The table above shows the view of the participants that people do not work only for money but work for other reasons, 30 of the sampled population extremely agreed with the percentage of 28.0, 34 of them fairly agreed with the percentage of 31.8, 14 of them with the percentage of 13.1 are not sure, 16 of the participants with the percentage of 15.0 fairly disagreed while the 13 participants left extremely disagreed. This connotes people do not work only for money but work for other reasons.

Table 4.22: Coerced

		%	Valid %	Cumulative %
Extremely Agree	17	15.9	15.9	15.9
Fairly Agree	22	20.6	20.6	36.4
Not Sure	20	18.7	18.7	55.1
Fairly Disagree	24	22.4	22.4	77.6
Extremely Disagree	24	22.4	22.4	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perception of the participants about whether people need to be coerced (threatened/force) before they can perform, 17 participants with the percentage of 15.9 extremely agreed, 22 of them agreed with the percentage of 20.6, 20 are not sure, 24 of the participants fairly disagreed while 24 of them extremely disagreed. This is noted that people need not be coerced (threatened, force) before they can perform.

Table 4.23: Job task

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	15	14.0	14.0	14.0
Fairly Agree	24	22.4	22.4	36.4
Not Sure	29	27.1	27.1	63.6
Fairly Disagree	22	20.6	20.6	84.1
Extremely Disagree	17	15.9	15.9	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

Table 23 shows the view whether people out of their free will can perform job task, 15 of the sampled population extremely agreed with the percentage of 14.0, 24 of them fairly agreed with the percentage of 22.4, 29 of them with the percentage of 27.1 are not sure, 22 of the participants with the percentage of 20.6 fairly disagreed while the 17 participants extremely disagreed, showing that people out of their free will cannot perform job task.

Table 4.24: Salary

		%	Valid %	Cumulative %
Extremely Agree	27	25.2	25.2	25.2
Fairly Agree	31	29.0	29.0	54.2
Not Sure	19	17.8	17.8	72.0
Fairly Disagree	18	16.8	16.8	88.8
Extremely Disagree	12	11.2	11.2	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The perception of the participants about whether salary justifies your input in the job displayed that 27 participants with the percentage of 25.2 extremely agreed, 31 of them agreed with the percentage of 29.0, 19 are not sure, 18 of the participants fairly disagreed while 12 of them extremely disagreed. This is noted that salary fairly justifies their input in the job.

Table 4.25: Pressure from their managers

		%	Valid %	Cumulative %
Extremely Agree	29	27.1	27.1	27.1
Fairly Agree	36	33.6	33.6	60.7
Not Sure	17	15.9	15.9	76.6
Fairly Disagree	13	12.1	12.1	88.8
Extremely Disagree	12	11.2	11.2	100.0
Total	107	100.0	100.0	

Source: Reviewer's computation (2020)

The table above shows the view of the participants that employee feels more pressure from the managers, 29 of the sampled population extremely agreed with the percentage of 27.1, 36 of them fairly agreed with the percentage of 33.6, 17 of them with the percentage of 15.9 are not sure, 13 of the participants with the percentage of 12.1 fairly disagreed while the 12 participants extremely disagreed. This implies that employees feel more pressure from the managers.

4.2 Factor Analysis Result

Table 4.262: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.056	40.282	40.282	8.056	40.282	40.282
2	2.593	12.963	53.245	2.593	12.963	53.245
3	1.267	6.337	59.582	1.267	6.337	59.582
4	.979	4.894	64.476			
5	.883	4.416	68.892			
6	.834	4.169	73.061			
7	.774	3.872	76.933			
8	.622	3.112	80.045			
9	.578	2.890	82.935			
10	.550	2.750	85.685			
11	.472	2.361	88.046			
12	.407	2.036	90.082			
13	.381	1.906	91.987			
14	.372	1.860	93.847			
15	.310	1.549	95.396			
16	.276	1.378	96.775			
17	.207	1.035	97.810			
18	.184	.920	98.730			
19	.144	.718	99.448			
20	.110	.552	100.000			

Source: Reviewer's computation (2020)

The report above shows the variance of each item in the questionnaire and at component 3, the variance has 59.582, indicating that at component 3, could explain above 59percent variation of the survey.

4.3 Correlation Result

Table 4.27: Correlation Coefficients

	Incentive	Salary	Non-Incentive	Employee Productivity	Monetary Reward
Incentive	1	.500**	.086	.435**	.244*
		.000	.376	.000	.011
	107	107	107	107	107
Salary	.500**	1	.314**	.436**	.461**
	.000		.001	.000	.000
	107	107	107	107	107
Non-Incentive	.086	.314**	1	.164	.406**
	.376	.001		.092	.000
	107	107	107	107	107
Employee Productivity	.435**	.436**	.164	1	.185
	.000	.000	.092		.056
	107	107	107	107	107
Monetary Reward	.244*	.461**	.406**	.185	1
	.011	.000	.000	.056	
	107	107	107	107	107

Source: Reviewer's computation (2020)

The above table presents the correlation test conducted among the variable of interest. The report indicated that incentive and salary have a coefficient value of 0.500 and a significant value of 0.000, implying that a positive connection exists between the incentive and salary of the employee. The connection between incentive and non-incentive shows the coefficient value of 0.086 and the significance value of 0.376, indicating that no connection between the two variables. The result of incentive and employee productivity reveals the coefficient value of 0.435 and significance value of 0.000, connoting that connection exists between incentive and employee productivity. The result of incentive and monetary reward shows a value of 0.244 with a significance value of 0.011, implying that a significant connection exists between incentive and monetary reward during the survey.

The implication of this findings is that incentive and salary have a positive connection to influence employee productivity, monetary rewards and incentives have a vibrant connection to impact on employee productivity, while

non-incentive and employee productivity do not have a significant connection to each other.

4.4 Regression Results

Table 4.28: Analysis of Variance Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.777	4	9.694	8.807	.000 ^b
Residual	112.270	102	1.101		
Total	151.047	106			

Source: Reviewer's computation (2020)

The result above shows that the variables such as the dependent and the control variables have a significant connection and the control variables can jointly influence the dependent variable.

Table 4.29: Coefficients

	Coefficients		t	Sig.
	B	Std. Error		
Constant	1.129	.309	3.650	.000
Non-Incentive	.068	.097	.701	.485
Salary	.264	.101	2.630	.010
Incentive	.281	.094	2.991	.003
Monetary Reward	-.043	.092	-.462	.645

Source: Reviewer's computation (2020)

The coefficient of the control variable presented in table 30 reveals that, at constant, the dependent variable is positively significant, that is when the control variables are constant, the employee productivity which is the dependent variable moves positive at a slower pace. The coefficient value of non-incentive shows 0.068 with a significance value of 0.485, indicating the non-incentive reward is positive but not significant. The coefficient of salary as a control variable of motivation shows a value of 0.264 with a significance value of 0.010, connoting that salary impact positively and significantly on employee productivity. The coefficient of incentive is 0.281 with a significance value of 0.003 which indicates that incentive reward contributes significantly positively to employee productivity. However, the coefficient value of monetary reward on employee productivity shows the value of -0.043 with a significance value of

0.645, representing that monetary reward contributes insignificantly negative to employee productivity.

Re-statement of Hypotheses

Ho: There is no positive significant impact of non-incentive on employee productivity.

H1: There is a positive significant impact of non-incentive on employee productivity

	Coefficient	P-value
Non-incentive on employee productivity	0.701.	485

Decision

The null hypothesis failed to be rejected that there is no positive significant impact of non-incentive on employee productivity because the p-value is greater than 0.05 level of significance.

Ho: Salary has no positive significant impact on employee productivity in Somalia.

H1: Salary has a positive significant impact on employee productivity in Somalia

	Coefficient	P-value
Salary on employee productivity	2.630	0.010

Decision

The null hypothesis is rejected while the alternative is accepted that salary has a positive significant impact on employee productivity because the p-value is less than 0.05 significance level.

Ho: Monetary reward does not increase employees' productivity.

H1: Monetary reward does increase employee's productivity

	Coefficient	P-value
--	--------------------	----------------

Monetary reward on employee productivity -.462 0.645

Decision

The null hypothesis failed to be rejected that monetary reward does not increase employees' productivity since the p-value is greater than 5% level of significance.

H₀: There is no significant impact of incentive on employee productivity in Somalia.

H₁: There is a significant impact of incentive on employee productivity in Somalia

	Coefficient	P-value
Incentive on employee productivity	2.2991	0.003

Decision

The alternative hypothesis is accepted since the p-value is less than a 5% level of significance, indicating that incentive has a positive significant impact on employees' productivity.

5. SUMMARY AND CONCLUSION

This investigation had specifically determined the connection between employee motivation and performance efficiency in the central bank of Somalia; ascertain the association between motivational features and employee productivity in the central bank of Somalia; examine the motivation impact of employee's approach to carry out tasks and increase their efficiency. In achieving the stated objective, numerous techniques were employed from frequency analysis, reliability test, factor analysis, correlation to regression analysis.

The outcomes showed that the male participants are far more than the female partakers in the survey. Though, during the distribution, the questionnaire was distributed according to the departmental unit without considering gender participants. This survey conducted among Central Bank of Somalia staff showed that the single participants are more than the married participants. The middle age has the highest participant during this survey and many of the participants are educated and own higher degree qualifications.

The frequency outcomes showed that incentives are important for the motivation of workers, that motivating staff by the chief executive officer is an essential concept in an organization, and staff does not put in their best when they are placed on little or no-incentive package. Also, it showed that fat salaries are the best tools with which to motivate workers, indicated that well-motivated staff has a positive attitude towards work, that inter-personal relationship between top management and staff should be encouraged, and many of the participants concur that workers' welfare should be a paramount issue of concern to top management who wish to have higher productivity. Additionally, it revealed that workers will not perform well even when their salary is being delayed, that the recreational facilities are fairly important in every organization, that favoritism on the part of the MD/CEO cannot contribute to productivity, and that staff performs best when working equipment and facilities

are adequately provided. More so, it showed that receiving credit for work done by the staff affects their morale at work, that working attitude is affected by the challenges encountered on the job, and indicated that rewarding good work and excellence can contribute to more excellence and Healthy competition.

Furthermore, it was indicated that not only monetary rewards can bring the best in workers/staff, that people do not work only for money but work for other reasons, and that people need not be coerced (threatened, force) before they can perform, showed that people out of their free will cannot perform job task, and revealed that salary fairly justifies their input in the job and employee feel more pressure from the managers.

The correlation test conducted among the variable of interest indicated that incentive and salary have a coefficient value of 0.500 and a significant value of 0.000, implying that a positive connection exists between the incentive and salary of the employee. The connection between incentive and non-incentive shows the coefficient value of 0.086 and the significance value of 0.376, indicating that no connection between the two variables. The result of incentive and employee productivity reveals the coefficient value of 0.435 and the significance value of 0.000, connoting that connection exists between incentive and employee productivity. The result of incentive and monetary reward shows a value of 0.244 with a significance value of 0.11, implying that a significant connection exists between incentive and monetary reward during the survey.

The coefficient of the control variable revealed that, at constant, the independent variable is positively significant, that is when the control variables are constant, the employee productivity which is the dependent variable moves positive at a slower pace. The coefficient value of non-incentive shows 0.068 with a significance value of 0.485, indicating the non-incentive reward is positive but not significant. The coefficient of salary as a control variable of motivation shows a value of 0.264 with a significance value of 0.010, connoting that salary impact positively and significantly on employee productivity. The coefficient of incentive is 0.281 with a significance value of 0.003 which indicates that incentive reward contributes significantly positively to employee productivity. However, the coefficient value of monetary reward on employee productivity shows the value of -0.043 with a significance value of 0.645,

representing that monetary reward contributes insignificantly negative to employee productivity.

Based on the outcome of this investigation, the following are the conclusion.

It was concluded that workers will not perform well when their salary is being delayed and favoritism on the part of the management cannot contribute to productivity. Motivating staff by the chief executive officer is an essential concept in an organization and staff do not put in their best when they are placed on little or no-incentive package.

It was also concluded that a positive connection exists between incentive and salary of the employee, incentive and non-incentive showed no connection between each other, positive connection exists between incentive and employee productivity, and a significant connection exists between incentive and monetary reward during the survey.

Finally, it was concluded that non-incentive reward is positive but not significant, salary impact positively and significantly on employee productivity, incentive reward contributes significantly positively to employee productivity, and monetary reward on employee productivity contributes insignificantly negative to employee productivity.

The implication of this findings is that incentive and salary have a positive connection to influence employee productivity, monetary rewards and incentives have a vibrant connection to impact on employee productivity, while non-incentive and employee productivity do not have a significant connection to each other.

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APPENDICES

Appendices I: Questionnaire

Appendices II: Analysis Outputs

Appendices III: Ethical Approval form

Appendices I: Questionnaire

**QUESTIONNAIRE
COVER LETTER**

Dear Sir/ Ma

This questionnaire is designed to gather some information on **Impact of motivation on the productivity of employee at central bank of Somalia**. The information you supplied is for academic exercise, and shall be treated as confidential and used strictly, only for the purpose of the study.

Your kind response will form an invaluable contribution to the research and will be highly appreciated

Thanks, in anticipation.

Yours faithfully

Signed

Awale Moumin

PART I Personal Information

Please tick the appropriate response for each item

1. Gender of the response:

A: Male

B: Female

2: Marital status of the respondent:

a) Single

b) Married

3. Age of the response:

a) 15 - 24 years

b) 25 - 34 years ()

c) 35 - 44 years ()

d) 45 – 54 years ()

4. Qualification of respondents:

A: Primary ()

B: Secondary ()

C: Diploma ()

D: Degree ()

E: Master ()

5. Staff Category:

A: Management ()

B: Senior ()

C: Junior ()

D: Contract ()

PART II

Kindly indicate your opinion on Impact of motivation on the productivity of employee at central bank of Somalia. There is no wrong or right answer. Your sincere opinion will be appreciated.

Motivation	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
1 Incentives is important for motivation of workers					
2 It is important that the Chief Executive Officer motivate staff					
3 Workers put in their best when they are placed on little or no incentive package					
4 It seems that fat salaries are the best tools with which to motivate workers					
5 Well-motivated staff					

	has a positive attitude towards work					
6	Workers' welfare should be a paramount issue of concern to top management who Wish to have higher productivity					
7	Workers will still perform well even if their salary is delayed					
8	Inter-Personal relationship between top management and staff should be encouraged					
9	Recreational facilities are important in every organization					
10	Favouritism on the part of the MD/CEO can contribute too much productivity					
11	Staff work best when working equipment and facilities are adequately provided					
12	Receiving credit for work done affects your morale at work					
13	Working attitude is affected by the challenges encountered on the job					
14	Rewarding good work and excellence can contribute to more excellence and Healthy competition					
15	Only monetary rewards can					

	bring the best in workers					
16	People do not work only for money but work for other reasons					
17	Do you agree that people need to be coerced (threatened, force) before they can perform					
18	Do you agree that people out of their free will can perform job task					
19	Do you think your salary justifies your input in the job					
20	Do you agree the employee feel more pressure coming in their managers					

Appendices : Questionnaire

Frequencies

Gender of the response

		Percent	Valid Percent	Cumulative Percent
Female	30	28.0	28.0	28.0
Male	77	72.0	72.0	100.0
Total	107	100.0	100.0	

Marital status of the respondent

		Percent	Valid Percent	Cumulative Percent
Single	66	61.7	61.7	61.7
Married	41	38.3	38.3	100.0
Total	107	100.0	100.0	

Age of the response

		Percent	Valid Percent	Cumulative Percent
15 - 24yrs	33	30.8	30.8	30.8
25 - 34yrs	64	59.8	59.8	90.7
35 - 44yrs	9	8.4	8.4	99.1
45 - 54yrs	1	.9	.9	100.0
Total	107	100.0	100.0	

Qualification of response:

		Percent	Valid Percent	Cumulative Percent
Secondary	3	2.8	2.8	2.8
Diploma	3	2.8	2.8	5.6
Degree Cert.	61	57.0	57.0	62.6
Masters	35	32.7	32.7	95.3
Ph.D	5	4.7	4.7	100.0
Total	107	100.0	100.0	

Staff Category

		Percent	Valid Percent	Cumulative Percent
Contract	10	9.3	9.3	9.3
Junior Staff	67	62.6	62.6	72.0
Senior Staff	30	28.0	28.0	100.0
Total	107	100.0	100.0	

Frequency Table

Incentives is important for motivation of workers.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	49	45.8	45.8	45.8
Fairly Agree	26	24.3	24.3	70.1
Not Sure	16	15.0	15.0	85.0
Fairly DIsagree	8	7.5	7.5	92.5
Extremely Disagree	8	7.5	7.5	100.0
Total	107	100.0	100.0	

It is important that the Chief Executive Officer-motivate staff.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	47	43.9	43.9	43.9
Fairly Agree	34	31.8	31.8	75.7
Not Sure	7	6.5	6.5	82.2
Fairly DIsagree	9	8.4	8.4	90.7
Extremely Disagree	10	9.3	9.3	100.0
Total	107	100.0	100.0	

Workers put in their best when they are placed on little or no-incentive package.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	21	19.6	19.6	19.6
Fairly Agree	28	26.2	26.2	45.8
Not Sure	33	30.8	30.8	76.6
Fairly DIsagree	18	16.8	16.8	93.5
Extremely Disagree	7	6.5	6.5	100.0
Total	107	100.0	100.0	

It seems that fat salaries are the best tools with which to motivate workers.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	41	38.3	38.3	38.3
Fairly Agree	25	23.4	23.4	61.7
Not Sure	19	17.8	17.8	79.4
Fairly DIsagree	14	13.1	13.1	92.5
Extremely Disagree	8	7.5	7.5	100.0
Total	107	100.0	100.0	

Well-motivated staff has a positive attitude towards work.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	60	56.1	56.1	56.1
Fairly Agree	21	19.6	19.6	75.7
Not Sure	9	8.4	8.4	84.1
Fairly DIsagree	4	3.7	3.7	87.9
Extremely Disagree	13	12.1	12.1	100.0
Total	107	100.0	100.0	

Workers' welfare should be a paramount issue of concern to top management who Wish to have higher productivity.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	29	27.1	27.1	27.1
Fairly Agree	36	33.6	33.6	60.7
Not Sure	22	20.6	20.6	81.3
Fairly Disagree	13	12.1	12.1	93.5
Extremely Disagree	7	6.5	6.5	100.0
Total	107	100.0	100.0	

Workers will still perform well even if their salary is delayed.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	17	15.9	15.9	15.9
Fairly Agree	22	20.6	20.6	36.4
Not Sure	26	24.3	24.3	60.7
Fairly Disagree	26	24.3	24.3	85.0
Extremely Disagree	16	15.0	15.0	100.0
Total	107	100.0	100.0	

Inter-Personal relationship between top management and staff should be encouraged.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	34	31.8	31.8	31.8
Fairly Agree	38	35.5	35.5	67.3
Not Sure	11	10.3	10.3	77.6
Fairly Disagree	11	10.3	10.3	87.9
Extremely Disagree	13	12.1	12.1	100.0
Total	107	100.0	100.0	

Recreational facilities are important in every organization.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	30	28.0	28.0	28.0
Fairly Agree	31	29.0	29.0	57.0
Not Sure	27	25.2	25.2	82.2
Fairly Disagree	8	7.5	7.5	89.7
Extremely Disagree	11	10.3	10.3	100.0
Total	107	100.0	100.0	

Favoritism on the part of the MD/CEO can-contribute too much productivity.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	19	17.8	17.8	17.8
Fairly Agree	36	33.6	33.6	51.4
Not Sure	33	30.8	30.8	82.2
Fairly Disagree	14	13.1	13.1	95.3
Extremely Disagree	5	4.7	4.7	100.0
Total	107	100.0	100.0	

Staff work best when working equipment and facilities are adequately provided.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	48	44.9	44.9	44.9
Fairly Agree	33	30.8	30.8	75.7
Not Sure	6	5.6	5.6	81.3
Fairly Disagree	9	8.4	8.4	89.7
Extremely Disagree	11	10.3	10.3	100.0
Total	107	100.0	100.0	

Receiving credit for work done affects your morale at work.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	41	38.3	38.3	38.3
Fairly Agree	27	25.2	25.2	63.6
Not Sure	16	15.0	15.0	78.5
Fairly Disagree	13	12.1	12.1	90.7
Extremely Disagree	10	9.3	9.3	100.0
Total	107	100.0	100.0	

Working attitude is affected by the challenges encountered on the job.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	30	28.0	28.0	28.0
Fairly Agree	35	32.7	32.7	60.7
Not Sure	20	18.7	18.7	79.4
Fairly Disagree	13	12.1	12.1	91.6
Extremely Disagree	9	8.4	8.4	100.0
Total	107	100.0	100.0	

Rewarding good work and excellence can contribute to more excellence and Healthy competition.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	56	52.3	52.3	52.3
Fairly Agree	25	23.4	23.4	75.7
Not Sure	11	10.3	10.3	86.0
Fairly Disagree	7	6.5	6.5	92.5
Extremely Disagree	8	7.5	7.5	100.0
Total	107	100.0	100.0	

Only monetary rewards can bring the best in workers.

	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely Agree	26	24.3	24.3	24.3
Fairly Agree	19	17.8	17.8	42.1
Not Sure	27	25.2	25.2	67.3
Fairly Disagree	25	23.4	23.4	90.7
Extremely Disagree	10	9.3	9.3	100.0
Total	107	100.0	100.0	

People do not work only for money but work for other reasons.

	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely Agree	30	28.0	28.0	28.0
Fairly Agree	34	31.8	31.8	59.8
Not Sure	14	13.1	13.1	72.9
Fairly Disagree	16	15.0	15.0	87.9
Extremely Disagree	13	12.1	12.1	100.0
Total	107	100.0	100.0	

Do you agree that people need to be coerced (threatened, force) before they can perform.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	17	15.9	15.9	15.9
Fairly Agree	22	20.6	20.6	36.4
Not Sure	20	18.7	18.7	55.1
Fairly Disagree	24	22.4	22.4	77.6
Extremely Disagree	24	22.4	22.4	100.0
Total	107	100.0	100.0	

Do you agree that people out of their free will can perform job task.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	15	14.0	14.0	14.0
Fairly Agree	24	22.4	22.4	36.4
Not Sure	29	27.1	27.1	63.6
Fairly Disagree	22	20.6	20.6	84.1
Extremely Disagree	17	15.9	15.9	100.0
Total	107	100.0	100.0	

Do you think your salary justifies your input in the job.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	27	25.2	25.2	25.2
Fairly Agree	31	29.0	29.0	54.2
Not Sure	19	17.8	17.8	72.0
Fairly Disagree	18	16.8	16.8	88.8
Extremely Disagree	12	11.2	11.2	100.0
Total	107	100.0	100.0	

Do you agree the employee feel more pressure coming in their managers.

		Percent	Valid Percent	Cumulative Percent
Extremely Agree	29	27.1	27.1	27.1
Fairly Agree	36	33.6	33.6	60.7
Not Sure	17	15.9	15.9	76.6
Fairly Disagree	13	12.1	12.1	88.8
Extremely Disagree	12	11.2	11.2	100.0
Total	107	100.0	100.0	

Appendices II: Analysis.....

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded ^a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.908	20

Factor Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.056	40.282	40.282	8.056	40.282	40.282
2	2.593	12.963	53.245	2.593	12.963	53.245
3	1.267	6.337	59.582	1.267	6.337	59.582
4	.979	4.894	64.476			
5	.883	4.416	68.892			
6	.834	4.169	73.061			
7	.774	3.872	76.933			
8	.622	3.112	80.045			
9	.578	2.890	82.935			
10	.550	2.750	85.685			
11	.472	2.361	88.046			
12	.407	2.036	90.082			
13	.381	1.906	91.987			
14	.372	1.860	93.847			
15	.310	1.549	95.396			
16	.276	1.378	96.775			
17	.207	1.035	97.810			
18	.184	.920	98.730			
19	.144	.718	99.448			
20	.110	.552	100.000			

Extraction Method: Principal Component Analysis.

Correlations

		Incentive	Salary	Non-Incentive	Employee Productivity	Monetary Reward
Incentive	Pearson Correlation	1	.500**	.086	.435**	.244*
	Sig. (2-tailed)		.000	.376	.000	.011
	N	107	107	107	107	107
Salary	Pearson Correlation	.500**	1	.314**	.436**	.461**
	Sig. (2-tailed)	.000		.001	.000	.000
	N	107	107	107	107	107
Non-Incentive	Pearson Correlation	.086	.314**	1	.164	.406**
	Sig. (2-tailed)	.376	.001		.092	.000
	N	107	107	107	107	107
Employee Productivity	Pearson Correlation	.435**	.436**	.164	1	.185
	Sig. (2-tailed)	.000	.000	.092		.056
	N	107	107	107	107	107
Monetary Reward	Pearson Correlation	.244*	.461**	.406**	.185	1
	Sig. (2-tailed)	.011	.000	.000	.056	
	N	107	107	107	107	107

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

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

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507 ^a	.257	.228	1.049

a. Predictors: (Constant), Monetary Reward, Incentive, Non-Incentive, Salary

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.777	4	9.694	8.807	.000 ^b
	Residual	112.270	102	1.101		
	Total	151.047	106			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Monetary Reward, Incentive, Non-Incentive, Salary
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.129	.309		3.650	.000
	Non-Incentive	.068	.097	.067	.701	.485
	Salary	.264	.101	.288	2.630	.010
	Incentive	.281	.094	.296	2.991	.003
	Monetary Reward	-.043	.092	-.047	-.462	.645

a. Dependent Variable: Employee Productivity

Appendices III: Ethical Approval form



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : 88083623-020
Konu : Etik Onay Hk.

Sayın AWALE ABDIWAHAB MOUMIN

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 12.07.2019 tarihli ve 2019/10 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

e-İmzalıdır
Dr.Öğr.Üyesi Hüseyin KAZAN
Müdür a.
Müdür Yardımcısı

16/10/2019 Enstitü Sekreteri

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RESUME

Mr. Awale Abdiwahab Moumin



Contact Info

Address : Borama, Somalia
Telephone. : 00905372757110
Email : awale206@gmail.com Skype: Awale Moumin

Personal info

Birth date : 04/12/1992
Nationality : Ethiopian/ Awbare
Gende : Male
Status : Single

Attribute

I am diligently effective and efficient in carrying out my responsibilities and I can work under pressure with the ability to work independently without supervision I am hardworking, motivated and enthusiastic administrative assistant with a proven track record in business administration and project management. I always strive to achieve the highest standard possible, at any given task and any situation. I am accustomed to work in challenging and fast paced environment, particularly when dealing with multiple and priorities at same time.

Education

Sept 2017-2020 : Graduated Master Business Administration (MBA)
Sept 2013 –2016 : Graduated Bachelor of Business Administration.
Sept 2015-2016: :Diploma of Information Technology (IT)
Institute / University : Eelo University
Country : Ethiopia

Experience

Company Name. : Dur-Dur Electronic Trd
Position. : Ass.Accontant
From : January 2013. To November
2016
company Name : Ministry of Finance
Position : Officer of indirect Taxation
From : February 2015 To October 2017

Another course

- **Hospital Management**
 - Computer at Aljazeera Institute in Borama/Somalia.
 - Quick Book and Peachtree software accounting at Aljazeera Institute.
 - Studied from elementary school to High school in Somlia.
- Extra training courses.

Extra activity

- ✓ Active member and head of association Tukey student in Somalia.
- ✓ Chairman of Bilaal Charity Foundation in Somalia/Borama
- ✓ Finance officer of Somaliland Youth development Association (SOYDA)
- ✓ Active member of Humanitarian Aid Association in Somalia/Borama