

THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE

A STUDY OF NATIONLNL TELECOM SOMALIA

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UNIVERSITY UTARA MALAYSIA

2010



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MASTER OF SCIENCE (MANAGEMENT)

UNIVERSITY UTARA MALAYSIA

2010

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Abstract

The aim of this study are to investigate whether there is any relationship between motivation, job satisfaction and employee performance. The survey method employed was quantitative data, which processed using multivariate techniques such as descriptive statistic like frequency and percentage to describe the respondent's profile such as their gender, age, marital status and job title. Correlation and multiple regressions used for inferential statistics. The Pearson correlation used to measure the significance of linear between the independent and dependent variables thereby achieving the objective of this study. Multiple regressions used to determine the relationship between independent and dependent variables, the direction of the relationship, the degree of the relationship and strength of the relationship. This thesis found that motivation has strong positive influence on employees' performance rather than job satisfaction. Job satisfaction has low significance influence on employees' performance about 20%. This study concludes that motivation among support staff more contributes to the employees' performance of support employees of NationLink telecom Somalia.

ACKNOWLEDGEMENT

In the name of Allah, the Most Merciful and Most Compassionate. First, I would like to express my appreciation to Allah, the Most Merciful and, the Most Compassionate who has granted me the ability and willing to start and complete this study. I do pray to His Greatness to inspire and enable me to continue the work for the benefits of humanity.

I would like to extend my heartfelt appreciation and deep gratitude to my project supervisor, Dr. Faiz Ahmad, who had provided continuous guidance, encouragement, support and advice in assisting me to complete this research paper. Her remarkable ways and professionalism in explaining and guiding me throughout the completion of this research has allowed me to see things in a more rational and critical view. I am also grateful for the encouragement that I received from my family, especially my Father, Mom, lovely husband, Brothers and Sisters. Their outstanding patience and unconditional love in supporting my quest and love for education has been extraordinary.

Special thanks my dearest friend Ayan Dahir Shikh Mahamud and husband Abdullahi Muhamed Ahmed, another special thanks goes to my friend Su'ad Ibrahim Haji Habibullah who had given time, understanding and support through all the phases of this research, Thank you.

Finally, I wish to thank my dearest friends Anas, Ammar, Yasser, Hussain, Paramjeet and my lecturers in University Utara Malaysia, for all their help.

Thank you

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TABLE OF CONTENTS

	Page
PERMISSION TO USE	i
ABSTRACT	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vii
LIST OF FIGURES	viii
ACKNOWLEDGEMENT	ix
DEDICATION	x

CHAPTER ONE: INTRODUCTION

1.1 Overview of the study	1
1.2 company profile	3
1.3 problem of the study	7
1.4objectives of the Study	9
1.5 research questions	9
1.6 significance of the study	10
1.7 Definition of terms	10
1.8 Summery of subsequent chapters	11

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction	13
2.2 Motivation	13
2.3 job satisfaction	15
2.4 Employee performance	17
2.5 Conceptual model	18
2.5.1 abraham maslow's hierarchy of needs (1943)	19
2.5.2 ERG theory	20
2.5.3 Equity theory (1965)	21
2.5.4 Douglas McGregor Theory X and theory Y	23
2.5.5 Locke's theory on job satisfaction	27

2.5.6 Life-cycle theory	29
2.6 Motivation and Employee performance	30
2.7 job satisfaction and employee performance	30
2.8 Summary of the chapter	32

CHAPTER THREE: METHODOLOGY

3.1 Introduction	33
3.2 Theoretical framework	33
3.3 HYPOTHESES	34
3.4 Research design	35
3.5 source of data	35
3.6 data collection	35
3.6.1 secondary data	35
3.6.2 primary data	36
3.7 Data analysis	42
3.8 Summary of Chapter	43

CHAPTER FOUR: DATA ANALYSIS AND INTREPRETAION OF THE RESULT

4.1 Introduction	44
4.2 Demographic Profile of Respondents	44
4.3 Reliability analysis Test	48
4.4 Correlation between variables	49
4.5 Multiple Regression Analysis	50
4.6 Summary of Chapter	53

CHAPTER FIVE: DISCUSSION AND CONCLUSION

5.1 Introduction	54
5.2 Discussion	54
5.3 Recommendation	56

5.4 Limitation	57
5.5 Conclusion	57
References	59

Appendix A: Questionnaire

Appendix B: Descriptive Statistics

Appendix C: Cronbach's Alpha Reliability Test

Appendix D: Pearson Correlation

Appendix E: Multiple Regression

List of tables

Table	title	page
	Table 1: Descriptive statistical of the respondents profile	45
	Table 2: Results of Reliability Test	48
	Table 3: Correlation analysis	49
	Table 4: Model summary	51
	Table 5: ANOVA	51
	Table 6: Beta Coefficient	52

List of figure

Figure	title	page
	Figure 1: Theoretical framework	33
	figure 2: Respondent's Profile	47

DEDICATION

I dedicated this book to my beloved parents father Mr Abdullahi Gure Fidow and mother Khadija Weheliye Moge, Also I dedicated to my lovely and sweetly husband Mr Muhidin Mahamed dhuhulow

CHAPTER ONE

INTRODUCTION

1.1 OVEVERVIEW OF THE STUDY

Motivation has been defined as the individual, internal process that energizes, directs and sustains behavior. In other words, motivation is the force that causes people to behave in a particular way, whether positive or negative. A very important aspect associated with motivation is the employee's morale, which is the attitude or feeling about the job, about superiors and about the firm itself. This means that an employee with a high morale will be more dedicated and loyal to the job. High morality of the employee results from different aspects to positive job and the firm, for example, being recognized in the workplace and being financially secured. In short, motivation is the process of providing reasons for people to work in the best interests of the organization.

Motivation in simple terms may be understood as the set of forces that cause people to behave in certain ways. A motivated employee generally is more quality oriented. Highly motivated worker are more productive than apathetic worker one reason why motivation is a difficult task is that the workforce is changing. Employees join organizations with different needs and expectations. Their values, beliefs, background, lifestyles, perceptions and attitudes are different. Not many organizations have understood these and not many HR experts are not clear about the ways of motivating such diverse workforce.

Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive, and effective, managers need to understand what motivates employees within the context of the roles they perform. Over the all functions that a manager performs, motivating employees is arguably and the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator. Now days employees have been hired, trained and remunerated they need to be motivated for better performance. People are motivated rewards something they can relate to and something they can believe in. Time has changed People wants more. Motivated employees are always looking for better ways to do a job. It is the responsibility of managers to make employees look for better ways of doing their jobs.

Individuals differ not only in their ability to do but also in their willing to do, managers who are successful in motivating employees are often providing an environment in which appropriate goals are available for needs satisfaction. Retaining and motivating workers requires special attention and the responsibility falls squarely on the shoulders of HR as well as managers and supervisors at all level. They have to create a work environment where people enjoy what they do, feel like they have a purpose and have pride in the mission of the organization, it requires more time and more skills.

By giving employees special tasks, it makes them feel more important. When employees feel like they are being trusted with added responsibilities, they are motivated to work even harder so they don't want the company down. Motivation is essential for any company because employees are Asset for the company. Motivation is important for the growth of employees as well as growth of the organization.

1.2 COMPANY PROFILE (Nation Link Telecom)

1.2.1 Overview

NationLink Telecom was founded in September 1997 by Abdi Mohamed, a Somali Engineer and share-holder of Safaricom, the well-known telecommunications company based in East Africa. The company is one of the leading telecommunications service providers in Somalia and offers its services throughout the country.s

NationLink telecom is also one of three major telecommunication companies headquartered in Mogadishu (the capital city of Somalia) that has participated in collaborating to form a joint Internet company, Somali Internet Company (SICO), to provide services throughout the region.

Nationlink is one the bigger provider of telecommunication services for Somali citizen. Therefore, the company is committed to provide services that will ensure the satisfaction of their customers.

Vision

The Vision of NationLink Telecom is generally working toward the future demands. This means that the company does not only focus on today's needs, but also to develop technologies for the needs of tomorrow. The logic behind of NationLink's vision is to enhance service competence to attain a position of leadership in providing telecommunication services in Somalia.

Mission

In order to keep up with the pace of innovation and growth in the business of telecommunication, the only choice of NationLink is to embrace forward thinking and better adaptation to change. The company strives, through adversity and harsh environmental settings mired by civil war, to establish one of the best telecommunication services in Africa. With new technologies, excellent customer service and cheap prices, NationLink believes to achieve on its mission.

Services

The company's focus is in the core areas of fixed line, mobile and internet services. Its overall objective is to supply telecommunication services to all Somalis, and in the process, help improve standards of living.

Here are the details of each service among the three core areas mentioned above:

Fixed Line

Since Nationlink is one of the leading telecommunications service providers in Somalia, it is committed in satisfying its customers by covering their need for effective landline services.

Therefore, the company provides very efficient basic telephone lines. These fixed lines are the common phones normally used in homes and work offices. They are mostly oriented for local calls, and customers pay a certain amount of money for the rent of that month.

When a new customer wants to apply for the provision of a fixed line service, the company immediately responds to him/her by concluding the installation activity of the landline within between 24 to 36 hours as maximum. The company guarantees this time limit only if the new customer meets some conditions including the availability of correct address, paying installation fee, proving to be a good customer – not bad debtor from another telephone operator – and finally counter-signing of the relevant agreement.

Mobile

GSM service was the next step that NationLink Telecom has gone forward to develop its telecommunication services in the Somali territory. To implement this, the company began to deploy the necessary technical infrastructure and establish main building blocks, Mobile Switching Centers, the Base Station Controller and the Base Transceiver Stations. These equipments facilitate the wireless communication between user equipment, like mobile phones, and the network.

Today, NationLink Telecom offers both postpaid and prepaid services using its GSM (Global System for Mobile communications). This system is the most popular standard for mobile phones in the world. Among the mobile services of NationLink Telecom are roaming facilities that give you national and international roaming coverage on your mobile phone. This is useful when you plan a trip to anywhere out of the company's coverage area.

Furthermore, the GSM of NationLink is not limited only to make and receive calls, but it also has the following additional usages to enhance the user's experience for the service:

- Short Message Service (SMS): this is a text communication service component of phone, web or mobile communication systems, using standardized communications protocols that allow the exchange of short text messages between fixed line or mobile phone devices. SMS text messaging is the most widely used data application in the world. Therefore, the user of NationLink GSM can send to and receive from both local and international NationLink SMS.
- Voice Mail Service: this is a mechanism of recording your voice over the mobile networks. It is a store and forward way of transmitting voice messages to and from mobiles.
- Other usages of NationLink GSM also include supplementary services or value added services, such as call forwarding, call waiting, call holding, call conference, call burying, missed call notification, etc.
- **Internet & Satellite**

NationLink is a provider of fast reliable and cost effective dial-up Internet Service. This dial-up service, with 56 kbps connection, is available in most of the country, and the company is considered to be the first one to provide local dial-up web access in Somalia. Previously, Somalis could access the internet only by using an international phone link to a service provider based elsewhere. However, NationLink Telecom ensures to offer economical hassle-free and dependable ISP services in the country.

On the other hand, on August 13, 2001, NationLink Telecom has signed Service Provider agreement with Thuraya Satellite Telecommunications Company to launch the Satellite Mobile service in Somalia.

Thuraya offers quality dual-mode terminals that offer satellite and GSM connectivity. This flexibility ensures continuous and cost-effective roaming for users. Essentially, Thuraya subscribers would continue using their national land-based mobile network, but will be able to automatically switch to Thuraya satellite mode in areas that are outside the terrestrial system.

Thuraya offers subscribers freedom of mobility and uninterrupted service. Its satellite technology supplements conventional terrestrial networks, overcoming the challenges of large geographical areas and insurmountable terrain.

Thuraya's dual mode (GSM and satellite) handsets integrate terrestrial and satellite services, expanding the boundaries of local telecom providers and allowing customers to roam vast areas without service interruption or failure.

1.3 PROBLEM STATEMENT

Motivating the employees of an organization to work more effectively towards the Organization's goals is perhaps the most fundamental task of management. Organizations motivate their worker to perform effectively by offering those rewards for satisfactory Performance and perhaps punishing them for unsatisfactory performance.

It no longer good enough to have employees who come to work faithfully every day and do their jobs independently, employees now have to think like entrepreneurs while working in

team, and have to prove their worth. However, they also want to be part of a successful organization which provides a good income and the opportunity for development

Motivation is a process of arousing and sustaining goal directed behavior. Several motivation theories, both extrinsic and intrinsic motivation play an important role in influencing employee work performance. It is widely held view that in general, employees' value both intrinsic and extrinsic rewards available in organizational settings.

The changing view of organizational rewards and employee motivation has led to a multitude of theories of exactly how the job rewards influence the motivation and performance of employees.

Motivation can be applied in all aspects of life and activities. In an organization, there are two kinds of popular motivational approach that might be exerted right from the organizational leader. First is through the financial rewards or incentives and the other can be defined as the personnel's willingness to exert and maintain an effort to achieve the organizational goals (Mathauer and Imhoff, 2004). It is determined that the key effectiveness of an employee can be measured on how well the organization takes care of the workforce. In addition, every leader is targeting the job satisfaction for their employees to easily attach in their system about the idea of job commitment. But in financial institution, the two motivational factors might be implemented depending on how they approach to increase each of their staff's performance.

The problem that addressed in this study is to observe whether there is any relationship between motivation, job satisfaction and employees' performance. Other than that, the research will concentrate on all employees' level as most previous study only emphasized on

higher-level employees. All level employees' perceptions should also be considered in order to achieve the organization's objectives.

As we aware of, employees play the main roles of an organization performance. So their perceptions should also be considered as they are part of the organization.

This research is in line with increasing the productivity of employee's performance in the organization and also achieving organizations success especially employees of Nation Link Company which my study will focus on. Employee motivation often predicts the quality of employee's performance. But there has been some controversy in the study of employee's motivation and employee's performance because there has been an inconsistent finding whether high level of satisfaction will lead to employee's performance. Therefore, the problem employee's motivation and their performance

1.4 OBJECTIVES

The aim of the dissertation is to analyze the role of motivation in a critical evaluation of the role motivation plays in performance of organization. This is achieved by making a case study of Nation-link Telecommunication Company in Somalia hence the main objectives of the research are:

1. To examine the relationship between motivation and employee performance.
2. To examine the relationship between job satisfaction and employee performance.

1.5 RESEARCH QUESTIONS

1. Is there a relationship between motivation and employee performance?
2. Is there a relationship between job satisfaction and employee performance?

1.6 SIGNIFICANCE OF THE STUDY

1. This study will expand the body of knowledge in the importance of employee's performance, job satisfaction and employees' motivation literature.
2. It will help managers to take decision about their employees' motivation at workplace.
3. It will help companies to make some change based on the result of this research and especially for Nationlink telecom to understand how motivation and job satisfaction affect employee performance.
4. It will provide for researchers, academics and students reliable data about motivation, job satisfaction and employee performance.

1.7 DEFINITION OF TERMS

Motivation

Motivation is the inner power or energy that pushes toward acting, performing actions and achieving. Motivation has much to do with desire and ambition, and if they are absent, motivation is absent too. Often, a person has the desire and ambition to get something done or achieve a certain goal, but lacks the push, the initiative and the willingness to take action. This is due to lack of motivation and inner drive.

According to various theories, motivation may be rooted in the basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, hobby, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality , so we can

define Motivation as the activation or energization of goal-orientated behavior. Motivation is said to be intrinsic or extrinsic. The term is generally used for humans but, theoretically, it can also be used to describe the causes for animal behavior as well.

Job satisfaction

Human beings strive to seek satisfaction in every aspect of their life. From satisfying their basic primal needs - hunger, thirst, rest and social interaction, This set of goals and fulfillment includes securing a good job, preferably with a good pay and hopefully, with job satisfaction which means a pleasurable emotional state resulting from the appraisal of one's job or job experience. In other words, it represents how you feel about your job and what you think about your job.

Employee performance

Employee performance can be defined how well the employee perform to the tasks that he had been assigned, it includes activities to ensure that goals are consistently being met in an effective and efficient manner. Employee performance can be focus on performance of the organization, a department, process to build a product or services.

1.8 SUMMARY OF SUBSEQUENT CHAPTERS

This is the first chapter out of the five chapter of the thesis which has presented the background of the study as an introduction, describes the problem statements, research questions, research objectives, scope and the significance of the study as well as definitions of key terms.

Chapter 2 will review the literature focusing the relationship between motivation, job satisfaction and employee performance. This means it will focus on research findings done by other researchers as well as the empirical data collected from the employees of NationLink telecom Somalia.

Chapter 3 presents the method for the study, which is the research approach and procedure. The chapter will mention the selection of the respondents, sample types and size, the development of the questionnaire for the research and data collection procedure. This chapter ends with a brief description of the strategies and procedures that were used to analyze data collection from the survey.

Chapter 4 discusses the interpretation of the research findings. There are reports of the descriptive statistical analysis as well as the SPSS results which will be presented in this chapter. The results are summarized in a number of tables to facilitate interpretation.

Chapter 5 the final chapter, discusses the interpretation of the research findings from the study. The findings from this study are compared to those found in past research reviewed in Chapter 2. Chapter 5 concludes with discussion and some suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter I will explain and describe the concepts, models and theories that are relevant in the field of motivation and necessary to facilitate a comprehensive analysis and understanding of the research.

2.2 MOTIVATION

According to Greenberg and Baron (2000 p190) the definition of motivation could be divided into three Main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice of people make and the direction their behavior takes. The last part deals with maintaining behavior clearly defining how long people have to persist at attempting to meet their goals.

Kreitner (1995), Buford, Bedeian and Linder (1995), Higgins (1994) (cited in Linder 1998,p3) define motivation as the psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need that will to achieve respectively.

Young (2000, p1) suggest that motivation can be defined in a variety of ways, depending on who you ask .Ask someone on the street, you may get a response like “it’s what drives us” or “it’s what make us do the things we do.” Therefore motivation is the force within an

individual that account for the level, direction, and persistence of effort expended at work. Halepota (2005, p16) defines motivation as “a person’s active participation and commitment to achieve the prescribed results.” Halepota further presents that the concept of motivation is Abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the times.

According to the Wikipedia (the free encyclopedia), motivation is the reason or reasons for engaging in a particular behavior especially human behavior as studied in psychology, conflict economics, psychology and naemo-psychology.

According to Antonioni (1999, p29), “the amount of effort people are willing to put in their Work depends on the degree to which they feel their motivational needs will be satisfied”. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or Inaction over a given period of time given the prevailing conditions.

Furthermore the definitions suggest that there need to be an “invisible force” to push people to do something in return. It could also be deduced from the definition that having a motivated work force or creating an environment in which high levels of motivation are maintained remains a challenge for today’s management. This challenge may emanate from the simple fact that motivation is not a fixed trait –as it could change with changes in personal, psychological, financial or social factors. For this research, the definition of motivation by Greenberg & Baron (2003) is adopted, as it is more realistic and simple as it considers the individual and his performance.

(Greenberg and Baron) define motivation as: The set of processes that arouse, direct, and maintain human behavior towards attaining some goal". (Greenberg & Baron, 2003, p190) Bassett-Jones and Lloyd (2005, p931) presents that two views of human nature underlay early research into employee motivation. The first view focuses on Taylors, which viewed people as basically lazy and work -shy", and thus held that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which held the view that employees are motivated to work well for "its own sake" as well as for the social and monetary benefits this type of motivation according to this school was internally motivated.

2.3 JOB SATISFACTION

Job satisfaction is one criterion for establishing an organization; rendering effective services largely depends on the human source (Fitzgerald et al., 1994) and job satisfaction experienced by employees will affect the quality of service they render. Job satisfaction has been defined as a positive emotional state resulting from the pleasure a worker derives from the job (Locke, 1976; Spector, 1997) and as the affective and cognitive attitudes held by an employee about various aspects of their work (Kalleberg, 1977; Mercer, 1997; Wright and Cropanzano, 1997; Wong et al., 1998); the later implying that satisfaction is related to the component facets rather than the whole job, which is consistent with Spector's (1997) view.

Situational theories assume that the interaction of factors such as task characteristics, organizational characteristics and individual characteristics influences job satisfaction (Hoy and Miskel, 1996). The individual evaluates the situational characteristics before commencement of employment (Quarstein et al., 1992), whereas situational occurrences are evaluated afterwards.

According to Quarstein et al. (1992), overall satisfaction is a function of a combination of situational characteristics and situational occurrences. The situational characteristics commonly proposed as key factors in job satisfaction are: the work itself, pay, promotion, supervision and co-workers (Smith et al., 1969), although other variables such as employee involvement and organizational commitment may impact also.

There have been numerous studies into job satisfaction which explore the impact of demographic characteristics such as age, gender, tenure, and education (Clark, 1993; Clark and Oswald, 1995; Hickson and Oshagbemi, 1999; Oshagbemi, 1998, 2000), the results suggest the existence of relationships between demographic characteristics and job satisfaction, but the evidence tends to be mixed, with positive and negative relationships sometimes identified for the interactions between same factors.

The relationship between job satisfaction and performance is still open to question; it would be unwise to assume that high job satisfaction leads to high performance, or that high performers are satisfied with their jobs (Euske et al., 1980). A number of studies indicate a weak link (Petty et al., 1984; Iaffaldano and Muchinsky, 1985) while others (Caldwell and O'Reilly, 1990; Spector, 1997) suggest a potential relationship between satisfactions and performance.

2.4 EMPLOYEE PERFORMANCE

Performance is a critical characteristic of organization's management since it reflect the progress and achievement of the organization. Motivation and performance of employee are powerful tools for the long-term success of the organization.

In 1997, Development Dimensions International (DDI) conducted focus groups, customer interviews, literature reviews, and surveys to determine drivers of an effective service environment. DDI found evidence of a circular relationship between employee satisfaction and retention, and customer satisfaction and loyalty, and increases in company profitability. In addition, employee satisfaction was strongly related to employee commitment and loyalty, and both measures have proven relationships to retention and productivity. (Dick Clark, Group Leader)

Other than that recent research indicates that employee satisfaction does not necessarily contribute directly to productivity. Satisfaction may be viewed as a passive attribute, while more proactive measures such as motivation levels and brand engagement are viewed as more closely linked to behavioral change, performance, and, ultimately, to bottom line performance.

Globalizations had brought a lot of impact on organizations. That impact made organizations to be aware of any changes that are happening every day. The main reason for doing that is to be able to compete with each other and in order to keep surviving in the business area. Organization also needs to change to give satisfaction to its internal environment such employee and supplier inside of the system or the organization (Robbins, 2005).

The concept productivity can be seen as the level of performance, as other social science concepts it does not have a universal definition but several literatures referred it to as the ratio of input and output, some equate it with the level of efficiency and effectiveness. Michael (1985), reports that according to Gary and Kenneth, productivity in most cases is a function of the way in which technological, capital, and human resources are being managed. Technology (including capital), ability, and motivation are prime determinants of productivity, but in the human service arena environmental factors also plays a vital role.

2.5 CONCEPTUAL MODEL

Even though much research had been conducted on the field of motivation and many researchers and writers have proposed theories on the concept of motivation, and its role in enhancing employee's performance in every organization some of these models have been widely used and accepted by today's organizations leaders.

In this research discussion on some of the motivational theories will include Alders (ERG theory), Maslow (Need theory), Vroom's (Expectancy theory), Adams (Social equity theory), Taylor (productivity theory), Herzberg (Two factor theory), Mac Gregory (theory X and Y), Geogopalaus (path goal theory) and skinner (Reward theory). To better understand this discussion a summary of the theories is presented and an indebt discussion on Maslow and ERG theories on which is base on motivation concepts.

2.5.1 ABRAHAM MASLOW'S HIERARCHY OF NEEDS (1943)

Maslow (1943) suggests that human needs can be classified into five categories; these include physiological, security, belongings, esteem and self-actualization needs. These categories can be arranged in a hierarchy of importance as the following:

1. **Self-Actualization:** Highest need level in which the need to fulfill oneself; to grow and use abilities to fullest and most creative extent.
2. **Esteem:** Need for esteem of others in which respect, recognition, need for self-esteem, personal sense of competence and mastery.
3. **Social:** the need for love, affection, sense of belongingness in one's relationship with other person.
4. **Safety:** Need for security, protection, and stability in the physical and interpersonal events of day to day life.
5. **Physiological:** Most basic of all human needs; need for biological maintenance, need for food, water, and sustenance.

Abraham Maslow developed the Hierarchy of Needs model in 1940-50, and the Hierarchy of Needs theory remains valid today for understanding human motivation, management training, and personal development. Indeed, Maslow's ideas surrounding the Hierarchy of Needs concerning the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their own unique potential (self-actualization) are today more relevant than ever.

2.5.2 ERG THEORY

The ERG theory is formulated by Clayton Alderfer this can be seen as an upshot or summary of the famous Abraham Maslow's theory of needs. His rework is called as ERG theory of motivation; he recategorized Maslow's hierarchy of needs into three simpler and broader classes of needs:

Existence needs- These include need for basic material necessities. In short, it includes an individual's physiological and physical safety needs.

Relatedness needs- These include the aspiration individual's have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition. Maslow's social needs and external component of esteem needs fall under this class of need.

Growth needs- These include need for self-development and personal growth and advancement. Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need.

According to the theory, a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves "up" the hierarchy and seek to satisfy security needs. This process continues until finally self actualization needs are satisfied. According to Maslow, the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much a contribution to productivity hence difficulties in meeting organizational goals.

Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it he suggest that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay's resulting to performance. This performance interns lead to various outcomes, which has an associated value called Valence. Adams (1965) on his part suggests that people are motivated to seek social equity in the Rewards they receive for high performance.

2.5.3 EQUITY THEORY (1965)

Adams (1965) created the equity theory; he contended that people want to receive equitable reward and compensation for their work. He asserted that if people felt they were treated equitably in the work environment, they were dissatisfied with their job (Evans, 2008). The equity theory contends that employees in an organization believe or live on the perception of how fairly they are treated in their work. The theory assumes that workers should be treated fairly based on the amount of performance or effort they put towards the accomplishment of their task. Employees look down at the way and manner to which they are treated compared to their pairs and hence determines their level of motivation and effort to be put in their work.

Adams (1965) contends that motivation is a consequence of inequity, the theory emphasize that employees makes a comparison to which the outcome determines the effort they put to or inputs needed to achieve that target of outcome, By the time these inputs are not in the same range to the other, and then a sense of inequity exists.

Adams contend that the state of equity can be referred to as when the ratio of persons outcomes to inputs is equal to another person's outcomes and inputs.

For example, consider two situations in which change is presented to two employees. If an employee was given a salary increase and a peer was seen as being given a larger increase in salary for the same amount of work, the first employee would evaluate this change, perceive an inequality, and be distressed. However, if the situation was such that the first employee perceived the other employee being given a larger increase in salary as well as being given more responsibility and therefore relatively more work, then the first employee may evaluate the change, conclude that there was no loss in equality status, and not resist the change.

Taylor (1911) observed the soldering by employees, which is a situation whereby workers work less than full capacity. He argued that soldering occurs due to the fact employee's fear that performing high will lead to increasing productivity, which might cause them to lose their jobs.

This slow paces of work where promoted by faulty systems however this situation is not what prevails with contemporary employees who organizations evaluate them through their performance. Herzberg suggested that there are factors in a job, which causes satisfaction. These he called intrinsic factors (motivators) and other factor he refers to as dissatisfies (hygiene factors). According to him if the motivational factors are met, the employee becomes motivated and hence performs higher.

2.5.4 Douglas McGregor Theory X and theory Y

Douglas McGregor in his book, “The Human side of Enterprise” published in 1960 has examined theories on behavior of individuals at work, and he has formulated two models which he calls Theory X and Theory Y.

Theory X Assumptions

- Because of their dislike for work, most people must be controlled and threatened before they will work hard enough.
- The average human prefer to be directed, dislike responsibility, is unambiguous, and desires security above everything.

These assumptions lie behind most organizational principles today. And give rise both to tough management with punishments and tight controls, and soft management which aims harmony at work.

Both these are wrong because man needs more than financial rewards at work; he also needs some deeper higher order motivation –the opportunity to fulfill him. Theory X managers do not give their staff this opportunity so that employees behave in the expected fashion.

Theory Y Assumptions

The expenditure of physical and mental effort in work is as natural as play or rest.

Control and punishment are not the only ways to make people work, man will direct himself if he committed to the aims of the organization. If a job is satisfying, then the result will be commitment to the organization.

The average man learns, under proper conditions, not only to accept but to seek responsibility.

Imagination, creativity, and ingenuity can be used to solve work problems by a large number of employees. Under the conditions of modern industrial life, the intellectual potentialities of the average man are only partially utilized.

Mac Gregory suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him the lazy employee should be motivated to increase performance in an organization.

Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated. This discussion on the above motivational theories explains the fact that the concept of employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position. Skinner who propounded that any behavior that is rewarded tends to be repeated supported this view.

The term motivation has been used in numerous and often contradictory ways. Presently it appears to be some agreements that the crucial thread that distinguishes employee's motivated behaviors from other behavior is that it is goal directed behavior, Bindra (2000 P223) argues that the core of motivating individuals lays in the goal-directed aspect of behavior.

Jones suggested “motivation is concern with how behavior gets started, is energized, is Sustained, is directed, is stopped and what kind of subjective re-action is present in the organization while this is going on”.

These groups of researchers were over the years divided into what was later labeled the Content and process theories of motivation. According to steers, mowday & Shapiro Tension or drive to fulfill or need Fulfillment and Re-definition of needs Goal directed Behavior (2004, p382) the process generated during this period, makes this period referred to as “the golden age of work motivation theories”.

“Never before and, some would argue, never since has so much progress been made in Explicating the etiology of work motivation” (steers et al., 2004, pp380-383)

Bassett-Jones & Lloyd (2005, p 932) suggests that the “content theorists led by Herzberg, Assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where victor Vroom was the first exponent considers how factors internal to the person result in different behaviors.

From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The primary focus was on how and why questions of motivation, how a certain behavior starts, developed and sustained over time. It is true that human behavior in general is dynamic and could affect the individual's personal altitude as well as factors surrounding that individual.

These exogenous factors eminent from the environment, in which the individual operates, generate stimuli to employees. It is my belief that employees in general are goal seeking and look for challenges and expect positive re-enforcement at all times. Hence it could only be of benefit if organizations could provide these rewards and factors, motivation could be seen as a moving target, as what motivates differs among different people. And may even change for the same person over a given period of time, developments within the modern organization has probably made motivating employees ever more difficult due to the nature of every individual, behavior increasing the complexity of what can really motivate employees.

According to Bassette-jones & Lloyd (2005, p.932) “expectancy, equity, goal setting and reinforcement theory have resulted in the development of a simple model of motivational alignment. The model suggests that once needs of employees are identified and organizational objectives and also satisfy employee needs .If poorly aligned, and then low motivation will be the outcome”.

According to (Wiley, 1997,p264) “modern approaches to motivation may be organized into three related clusters: (1) personality-based views (2) cognitive choice or decision approaches and (3) goal or self-regulation perspective; where personality-based views emphasize the influence of enduring personal characteristics as they affect goal choice and striving.

Workplace behavior is posited to be determined by persons current need state in certain universal need category. Cognitive choice approaches to work motivation emphasize two determinant of choice and action; expectations, and subjective valuation of the consequences associated with each alternative, these expectancy value theories are intended to predict an

individual choice or decision. Goal framework to work motivation emphasize the factors that influence goal striving which focuses on the relationship between goals and work behavior.

The assumption is that an employee's conscious intentions (goals) are primary determinants of task-related motivation since goals direct their thoughts and action". It is worth noting that an in-depth review of all the different theories mentioned above, is beyond the scope of this research. However, the personality-based perspective of work motivation within which Maslow need theory of motivation and Alders ERG theory falls will provide the main support and serve as a foundation for the research reported in this research specifically, as organizational scholars have paid a great deal of attention to the idea that people are motivated to use their jobs as mechanisms for satisfying their needs.

2.5.5 LOCKE'S THEORY ON JOB SATISFACTION

Locke's composite theory of job satisfaction is the product of many other concepts which he has developed through study and research on related topics such as goal setting and employee performance. Likewise, his explanation of job satisfaction is in part, a response to some of Herzberg's proposals. Thus, Locke's criticism of Herzberg will be the initial discussion, followed by his theory on values, agent/ event factors, and finally an adjusted view of job satisfaction.

Criticisms of Herzberg

Locke's assessment of Herzberg's two-factor theory can be summarized in brief by the following conclusions about Herzberg's thinking:

1. Job satisfaction and dissatisfaction result from different causes.
2. The two-factor theory is parallel to the dual theory of man's needs, which states that physical needs (like those of animals) work in conjunction with hygiene factors, and psychological needs or growth needs (unique to humans) work alongside motivators (Locke, 1976). With these propositions as the basis for Locke's understanding of Herzberg, the following is a list of Locke's criticisms:

- Mind-body dichotomy;
- Unidirectional operation of needs
- Lack of parallel between man's needs and the motivation and hygiene factors
- Incident classification system;
- Defensiveness;
- The use of frequency data;
- Denial of individual differences.

According to Locke's (1976) first critique, Herzberg's view of man's nature implies a split between the psychological and biological processes of the human make-up. The two are of dual nature and function apart, not related to one another. On the contrary, Locke proposes that the mind and body are very closely related. It is through the mind that the human

discovers the nature of his/her physical and psychological needs and how they may be satisfied. Locke suggests the proof that the basic need for survival, a biological need, is only reached through the use of the mind.

2.5.6 LIFE-CYCLE THEORY

To this point, focus has been placed on the factors that influence employees to be either motivated or merely moved, satisfied or dissatisfied. However, the role of the leader played by each manager directly influences in what manner the employee will be motivated and find satisfaction. Additionally, since their important 1969 article “The life-cycle theory of leadership” (Maslow, 1954), Kenneth Blanchard and Paul Hersey have revisited the role of the manager as leader, reevaluating that role in the 1990s.

The role of leadership in motivation

The life-cycle theory was developed to illustrate the important relationship between task and relationship-oriented dimensions of management. The theory helped managers to see how they should adjust according to the level of maturity within each worker. It also portrayed the dynamics of high and low propensities of task and relationship-oriented managers when mixed with differing circumstances as well as diverse groups of employees. In drawing attention to the two-faceted focus of managers – that is task and relationships – the life-cycle theory was very effective in explaining what was referred to as the “superior/subordinate” relationship. In reassessing their joint discovery of the life-cycle theory, Blanchard and Hersey renamed the theory of leadership “Situational Leadership”.

Implied in the newer title was an emphasis on “task behavior” and “relationship behavior” rather than attitude. Whereas some attitudes were clearly better than others, no one leadership

style is best. For example (Maslow, 1954), all managers should have the attitude that both production and people are very important. However, this particular attitude can be expressed through numerous different leadership styles depending on the manager.

2.6 MOTIVATION AND EMPLOYEE PERFORMANCE

Manopoulos (2007) conducted a survey to study the relationship between work motivation and performance in the extended public sector in Greece. A unique questionnaire based survey was carried out on three organizations/corporations where the state is the major stake holder. Based on the result from the questionnaire returned, the study identified the extent of the provision of extrinsic and intrinsic incentives and examined which type of motivation has a positive impact on organizations performance and associates it with employee's perceptions on the provision of specific motivation instruments. In the other hands performance was indicated or measured on volume of sales. Results shows that the public sector in Greece is more likely to provide extrinsic than intrinsic reward. However extrinsic seems to be related to better organizations outcomes. Reward system, individual's ability, demographic characteristics and job security are core determinants of employee's motivation preferences.

Chao et al (1995) conducted a research on the impact of employee benefits on work motivation and productivity. Questionnaires were sent to organizations or corporations that undertake employee benefit program. Work motivation was measured by employee reward/benefit; get to work speed, leave rate while on the other hand productivity was measured along quality and quantity. The significant result shows that employee benefit program is most highly regarded by both executives and workers alike. There is no cognitive gap between management and worker on the importance of employee benefit program.

2.7 JOB SATISFACTION AND EMPLOYEE PERFORMANCE

Al-Khalifa and Peterson (1999) explored the motivation to engage in a joint venture (JV). Based on a sample of 42 manufacturing JVs in Bahrain, their research showed that the distinction between ends and means – task related factors and partner selection criteria – was theoretically and practically significant. They also showed that the relative importance of different motivating factors for JV partners was also a function of the characteristics and experience of both the corporation and its chief executive officer (CEO).

Schappe (1998) argues that job related attitudes to cluster and categorize themselves. For example a person who has developed a favorable attitude toward one aspect of the job based on unique experiences is likely to react favorably to other related job aspects. Building on Locke's definition of job satisfaction as a pleasurable positive emotional state resulting from the appraisal of one's job or job experience, Luthans (1998) avers that job satisfaction is a result of employees' perception of how well their jobs provide in those qualities that they perceive as important.

A number of surveys suggest that the organization of work changed dramatically in the 1980s and 1990s. Increased global competition and the rapid developments in information technology induced managers to rethink the way work usually has been organized, leading to an increasing adoption of so-called “innovative”, “high performance”, “new” or “flexible” workplace organizations. Now days the concept of High Performance Workplace Organizations (HPWO) is a changing, organizations involve so many things like job rotation, self-responsible teams, multi-tasking, a greater involvement of lower-level employees in decision-making, and the replacement of vertical by horizontal communication channels.

Only a few studies investigate the effects of HPWOs on workers' overall utility measured by self-reported job satisfaction. Using data from the U.S., Appelbaum, Bailey, Berg, and Kalleberg (2000), Bailey, Berg, and Sandy (2001), Freeman and Kleiner (2000), and Freeman, Kleiner, and Ostroff (2000) find significant positive effects of being involved in HPWOs on worker's well-being. Based on a telephone survey of 508 employees in Canada collected in 1997, Godard (2001) studies the effects of innovative workplace practices on an extensive number of indicators for a workers' well-being. His findings indicate that a moderate use of HPWOs increases workers' "belongingness", empowerment, task involvement, job satisfaction, esteem, commitment, and citizenship behavior.

2.8 SUMMARY

This chapter had presented a literature review that focused on the how motivation and job satisfaction influence the employees performance. The next chapter will describe in detail the procedure and methodology that were used for data collection and analysis in this research

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter presents a description of the research design and methodology used in this study, the theoretical framework. Also it provides an overview of the research study, a description of the instrument selected for data gathering, and analyze techniques used.

3.2 THEORETICAL FRAMEWORK

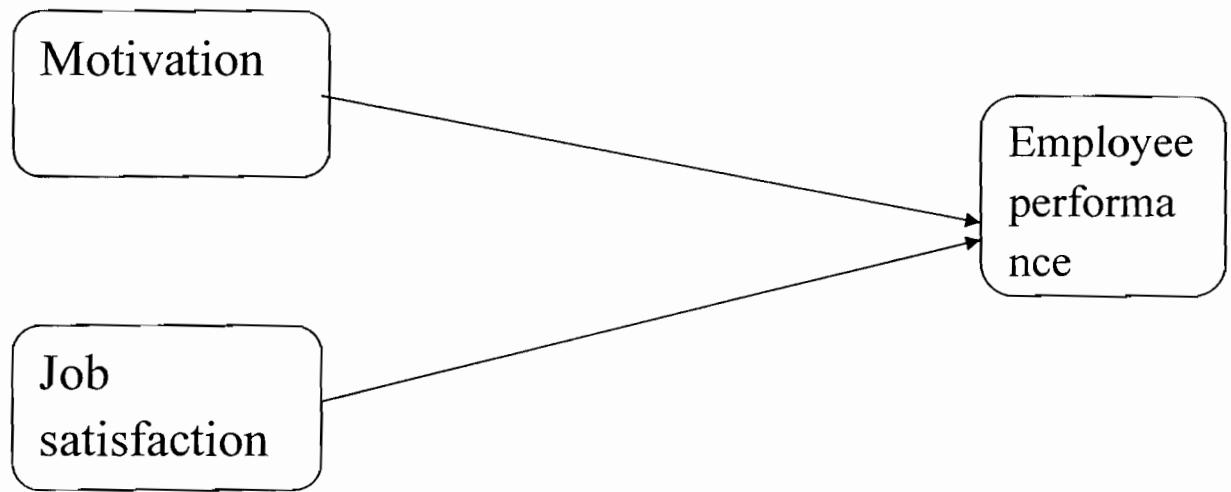


Figure 3.1 Theoretical framework

The theoretical framework as depicted above is analyzing the relationship between motivation, job satisfaction and employee performance. The framework is divided in to two parts i. e. the dependent variables represents employee performance and the independent variables are represents motivation and job satisfaction

Based on definitions that I mentioned in previous chapters, motivation as the independent variable (motivation) can be defined as the willingness to exert high level of efforts towards organizations goals and the conditions by the effort and ability to satisfy some individual need. Factors that can be measure motivation includes; achievement which is drive to excel, to achieve, to strive, to succeed. Power is the desire to make others behave in a way that they would not have behaved.

The arrows depicted the significant relationship or belief in the fact that motivation affects the employee performance. It was on this note that the following hypotheses were developed and tested with due recognition to the research questions and subsequent objectives;

3.3 HYPOTHESES

Hypotheses 1:

H₀. Motivation has no relationship to the employee's performance

H_A. Motivation has positive relationship to the employee's performance

Hypotheses 2:

H₀. Job satisfaction has no relationship to the employee's performance

H_A. Job satisfaction has positive relationship to the employee's performance

3.4 RESEARCH DESIGN

A research design is a frame work for conducting the research. It specifies the details or the procedures necessary for obtaining the information needed to structure and to solve research problem (Malhotra, 1999).

The purpose of this study is to examine the relationship between motivations, job satisfaction and employees performance in Nationlink telecom Somalia. This research is approached by using survey method using questionnaire to examine the relationship between independent and dependent variables. The findings and conclusion of the study will depend on the fully utilization of statistical data collected and analyzed using SPSS.

3.5 SOURCES OF DATA

To evaluate sources means to consider sources in order to make a judgment about them. In determining the appropriateness of a resource, it may be helpful to determine whether it is primary research or secondary research

3.6 DATA COLLECTION

This research is used both primary data and secondary data during collection data process

3.6.1 Secondary data

Secondary data is data that has already been collected by somebody for some reason other than the current study. It can be used to get a new perspective on the current study, to supplement or compare the work or to use parts of it.

A secondary research does not present new research but rather provides a compilation or evaluation of previously presented material.

Examples include:

- A scientific article summarizing research or data, such as in *Scientific American*, *discover*, *annual review of Genetics*, or *Biological reviews*
- An encyclopedia entry and entries in most other reference books

However, to collect the appropriate secondary data, I referred articles, academic journals, and useful texts through different sources, such as UUM library, Emerald journals, Science Direct journals and data bases, Google scholar and also some academic books which the authors have previously collect information relevant to this study.

3.6.2 Primary data

Primary data is information that first obtained by the researcher on the variables of interest for the specific purpose of study (Uma Sekaran, 2000).

Primary research presents original research methods or findings for the first time.

Examples include:

- A journal article, book, or other publication that presents new findings and new theories, usually with the data
- A newspaper account written by a journalist who was present at the event he or she is describing is a primary source (an eye-witness, first-hand account), and may also be primary "research".

The survey normally consists of a questionnaire that is filled in by the respondents. As this thesis entails the use of a case study to investigate the relationship between

motivation, job satisfaction and employee performance facets and to predict, the questionnaire was deemed to be the most suitable data collection method.

- **Questionnaire**

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data.

Thus, in this research the questionnaire consist of four (4) sections as the following:

- I. Section A – motivation
- II. Section B – job satisfaction
- III. Section C - Employee performance
- IV. Section D - Respondent's Background/Demographic

- **Measurement**

A questionnaire was used as the research instrument; the instrument was basically to identify the relationship between motivations, job satisfaction and employee performance in NationLink telecom Somalia. The items measuring the research variables on a five point likert scale ranging from “strongly disagree (1)” to “strongly agree (5)”. This was done to ensure that data collection remains valid within the scope the thesis.

- **Likert Scale**

The Likert Scale is a popular format of questionnaire that is used in educational research, especially in the field of special education. It was invented by Rensis Likert, an educator and psychologist, who advocated an employee-centered organization.

Since the inception of this psychometric scale, there have been several versions based on the number of points in the scale. That is, the Likert scale can be, five-point, seven-point.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3.7 SAMPLE, QUESTIONNAIRE DISTRIBUTION AND COLLECTION

In this study, a survey method is employed where the questionnaire is self administered by the respondents. The questionnaires were sent through e-mail to finance officer of NationLink telecom Somalia, who distributed them among the employee of the company.

After the employees filled in the questionnaire, the finance officer collected and sent back to the researcher. At the end of the collection we received a total of 95 responses, out of the 100 questionnaires, of which, after careful screening, we scaled down to 78 fully completed questionnaires with no missing data.

The population consists of the set of all measurements in which the investigator is interested (Aczel & Sounderpandian, 2006), therefore our population consisted of all the employees of the headquarter Branch of NationLink telecom located in Mogadishu Somalia. The population size of this Branch is approximately 120 participants.

The sample is determined using simple random sampling because this method provides least bias and offers the most generalize ability (Sekaran, 2003). When conducting our sampling; we choose to distribute the questionnaire to the population; employees. As we expected, we did not receive all questionnaires back, and the number of questionnaires that were returned to us became the size of the sample.

Based on the rule of thumb by Rodco (1975) the minimum sample needed for this study is 30 (number of variable 3X10), However in this study had 78 respondents, so it is well above recommended minimum.

3.7 DATA ANALYSIS

There are several statistical techniques that can be carried out to draw accurate conclusion about the relationship between motivation, job satisfaction and employee performance. In this study, the data analyzed using descriptive statistics and inferential statistics, descriptive statistics such as frequency and percentage used to measure the percentage of returned questionnaire and also been used to describe the respondents' profile.

Correlation and multiple regressions used for inferential statistics, correlation used to measure the significance of linear between the independent and dependent variables thereby achieving the objective of this study, multiple regressions will be used to determine the relationship between independent and dependent variables, the direction of the relationship, the degree of the relationship and strength of the relationship (Sekaran, 2000).

Appropriate statistic was used and the data presented as in percentage form. data analyzed using SPSS version 12.0, the correlation technique used to see the correlation among

variables and multiple regressions to check the effect of the independent to dependent variables.

3.8 SUMMARY

This chapter above discusses the theoretical framework, hypotheses, research design, the questionnaire design/instrumentation, research sample and the method to which the data analysis had been conducted.

CHAPTER FOUR

Data Analysis and Interpretation of Results

4.1 INTRODUCTION

This chapter explains the finding of the study conducted in accordance to the objectives that mentioned in chapter one. Hypotheses that were developed in chapter three were tested and strength of the relationships was also reported. Several statistical methods were used to analyze the data. Firstly the demographic profile of the respondents is described, Second, the presentation of results of the analysis of dependent and independent variables using the reliability analysis, Lastly, the result of hypotheses testing are also presented.

4.2 DEMOGRAPHIC PROFILE OF RESPONDENTS

The survey demonstrated the details concerning demographic characteristics or respondents' profile as shown in Table 4.1.

Table 4.1: Respondent's Profile.

Category		Number of Respondents	Percentage
Department	Finance	31	40%
	Sales & Marketing	13	17%
	Human Resource	7	9%
	Operations	13	17%
	Engineering & IT	9	12%
	Regional Development	5	6%
	Total	78	100%
Gender	Male	66	85%
	Female	12	15%
	Total	78	100%
Marital Status	Married	59	76%
	Single	19	24%
	Total	78	100%
Position	Blue-collar worker	4	5%
	Office worker	56	72%
	Middle-level manager	18	23%
	Total	78	100%
Age	Younger than 25 years	12	15%
	25 – 30	24	31%
	31 – 35	24	31%
	36 – 40	15	19%
	41 – 50	3	4%
	Above 50 years	0	0%
	Total	78	100%

From Table 4.1 it can be seen the frequencies of the respondents, the first is frequency of the gender, it shows that 66 of the respondents are male or 85% percent, while the female were 12 respondent only or 15% percent this because of the culture of the country where most the workers are male, while more female are housewife and less educated. The second is frequency of marital status of the respondents shows 59 respondents were married or 76 percent, while unmarried or single respondents were 24 respondents or 24% percent. We can see this frequency that most of the respondents were married because of their culture people marry early age. Fourth is the age, the majority of the respondents were in the category of 25-35 years (62%) followed by the age category of 36-40 years (19%), coming to the aged below 25 years old (15%), and lastly respondents aged from 41-50 years were (4%) percent. The fifth frequency is the position where a highest number of employees were working in finance departments 31 or (40%) percents, followed by the categories of sales and marketing and operations were each department was 13 employees or (17%) percent, while Engineering and IT have 9 (12%) employees, human resource department have 7(9%) and lastly regional development was working 5 employees or (6%) percent. By refer to position Table 4.1 shows that the frequency of position of the positions of the respondents, the highest number of the respondents were office workers 56 workers or 72% percent, followed by the middle-level managers were 18 employees or 23%, and lastly the blue -collar worker were 4 or 5% percent.

The same demographic data listed in Table 4.1 has been shown in Figure 4.1 for more clarity.

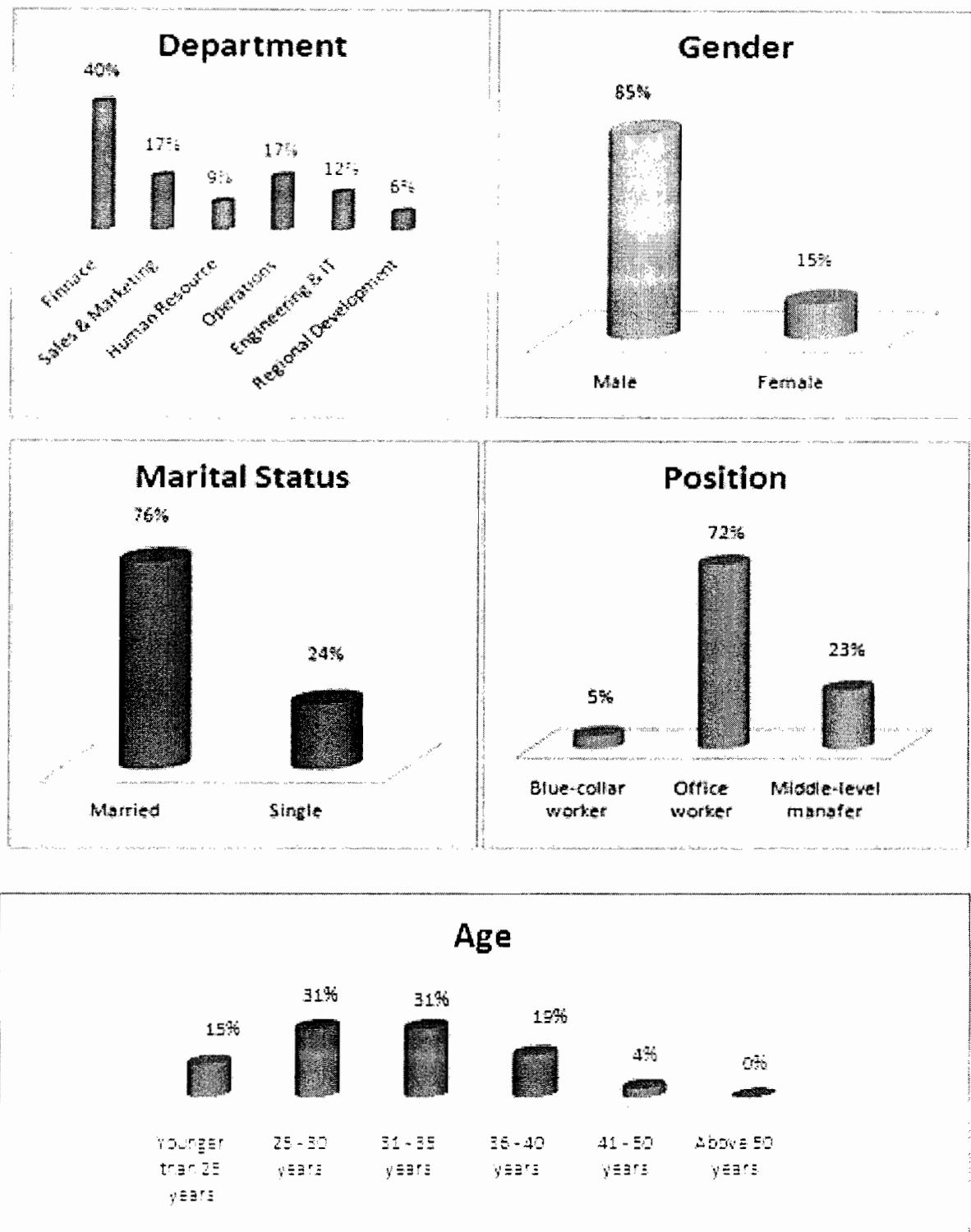


Figure 4.1: Respondent's Profile

4.3 RELOABILITY ANALYSIS TEST

This study uses Cronbach Alpha to test the reliability of the instruments used. Hence, ensures consistent measurement across time and across the various items in the instrument.

Reliabilities less than 0.6 are generally considered poor, while those in the range of 0.7 are accepted reliabilities and those over 0.8 considered good and finally over 0.9 considered excellent. As George and Mallery (2003) provide the following guideline for Cronbach's alpha value: “>.9-Excellent, >.8-Good, >.7-Acceptable, >.6-Questionable, >.5-Poor, and <.5-Unacceptable”

Reliability analysis being analyzed according to independent variables, which consists motivation and job satisfaction, while dependent variable is employee performance.

Table 4.2: Results of Reliability Test

Variables	No. of Items	Cronbach's Alpha
Motivation	07	.978
Job satisfaction	07	.977
Employee Performance	05	.951

Table 4.2 shows the variables and the Cronbach's alpha calculated. The Cronbach's alpha for the variables for the Motivation, job satisfaction and Employee performance are: **.978, .977** and **.951** respectively. From this result, it can be concluded that the measures are all internally consistent and reliable as all of them have a Cronbach's alpha greater than 0.6.

4.4. CORRELATION BETWEEN VARIABLES

A correlation coefficient measures the degree of relation between two variables. So the correlation between the employee performance and motivation, job satisfaction is a statistical measure, and the relationship is expressed by value within the range -1.00 to +1.00 as Pearson product -moment indicates , Pearson correlation is +1 in the case of a perfect positive (increasing) linear relationship (correlation), -1 in the case of a perfect decreasing (negative) linear relationship and some value between -1 and 1 in all other cases, indicating the degree of linear dependence between variables .

The table 4.3 below is presented the summary correlation between employee performance and motivation, job satisfaction

Table 4.3: Correlations Table.

Correlations

		Motivation	Job Satisfaction	Employee Performance
Motivation	Pearson Correlation	1	.975**	.979**
	Sig. (2-tailed)		.000	.000
	N	78	78	78
Job Satisfaction	Pearson Correlation	.975**	1	.965**
	Sig. (2-tailed)	.000		.000
	N	78	78	78
Employee Performance	Pearson Correlation	.979**	.965**	1
	Sig. (2-tailed)	.000	.000	
	N	78	78	78

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

Table 4.3 presents the results of the correlation analysis carried out to determine the relationship between the dependent variable Employee Performance and independent variable Motivation, Job Satisfaction. From the results shown in Table 4.3, it can be seen all the independent variables are positive, significant (.979, .965) and have an effect on the dependent variable.

According to Sekaran (2003), in research project that includes several variables, beyond knowing the means and standard deviations of the dependent and independent variables, the researcher would often like to know how one variable is related to another.

The result from the of hypotheses H_A and H_B as shown in the table 4.3 above indicates similar direction of correlation, for the hypotheses H_A the motivation is highly significantly correlated to the employee performance($r = .979, p < 0.05$), and hypotheses H_B the job satisfaction is also significantly correlated to the (dependent variable) employee performance ($r = .965$). Hence, in these tests the null hypotheses are rejected. Since, the two independent variables are highly correlated to the dependent variable.

4.5 MULTIPLE REGRESSION ANALYSIS

The relationship between the dependent variable and the independent variables is presented in this section. The relationships between the variables were analyzed using multiple regressions. Multiple regressions are the most common and widely used to method to analyze the relationship between a single continuous dependent variable and multiple continuous or categorical independent variables (Genser et al., 2007).

Here, three statistical analyses will be done. First, the squared multiple correlation coefficient (R^2), which tells the level of variance in the dependent variable (employee performance) that is explained by the model. Second, the ANOVA shows the statistical significance of the

model. Third, the Beta value (standardized coefficient weight), which informs us about the contribution and significance of each factor in predicting the dependent variable.

Table 4.4 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.980 ^a	.960	.959	.19468

a. Predictors: (Constant), JobSatisfaction, Motivation

From the above table 4.4 the R-Square value was found to be 0.96 (see table 4.4) indicating that 96% of the variance in Employee performance is explained by the selected independent variables (motivation and job satisfaction). A high R square value indicates the high level success of the model in predicting the dependent variable.

Table 4.5: ANOVA table
ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	69.119	2	34.559	.000 ^a
	Residual	2.843	75	.038	
	Total	71.962	77		

a. Predictors: (Constant), JobSatisfaction, Motivation

b. Dependent Variable: EmployeePerformance

The ANOVA result from the Table 4.5 above indicates that the model fit is statistically significant with a p-Value/Sig. = 0.00 (< 0.05).

Table 4.6 Coefecient table
Coefficients^a

Model	Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.238	.109		2.190	.032
Motivation	.766	.101	.784	7.554	.000
Job Satisfaction	.177	.092	.200	1.929	.057

a. Dependent Variable: Employee Performance

Based on the table 4.6 above, the coefficient had shown that motivation is stronger (78%) than job satisfaction (20%) in the terms of the influence of employee performance. According to unstandardized coefficients show in the table 4.6 the equation for multiple regressions can be stated as the follow

$$Y = a + \beta_1 X_1 + \beta_2 X_2$$

$$Y = .238 + .766 + .177$$

Also the table depicts the standardized Beta coefficient, which tells us the unique contribution of each factor to the model. A high Beta value and a small p value ($p < .005$) shows that the predictor variable has made a significant statistical contribution to the model. On the other hand, a small Beta value and a high p value ($p > .005$) indicates that the predictor variable has little or no significance/contribution to the model

4.7 SUMMARY

In this chapter we analyzed the data collected and then interpreted in a respectively way. First, the demographic profit of respondents was summarized. Second, the reliability of the items used in measuring the constructs valid using Cronbach's alpha. Third, the correlation of the independent variables and the dependent variable was ascertained through Pearson product moment correlation method. And finally, standard multiple regression analysis was used to establish the statistical significance of the model and the predictive power of each independent variable in (motivation and job satisfaction) explaining the dependent variable (employee performance)

CHAPTER FIVE

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 INTRODUCTION

This chapter which is the last chapter of this study was aimed at the areas such as discussion, recommendation and conclusion, limitation and suggestion for future research also included.

5.2 DISCUSSION

The primary objective of this study as discussed in chapter one is to investigate the impact of motivation on employee performance. Hence research questions were answered with the objectives and subsequently hypotheses were developed. After the questionnaire administration and the subsequent analysis, the following are based on correlation between variables and the results will be discussed afterwards. The first part are the demographic characteristics of the respondents, which are presented in percentage, the demographic factor used in this study are age, gender, marital status, departments and respondents' position in the company.

Subsequently the Pearson correlation was used to analyze the relationship of the variables from the independent variables and the dependent variable. There is a positive relationship between motivation and employee performance: this is the first objectives and also hypotheses one of this study, the result indicated a strong significant relationship between the motivation and employee performance and hence it support the hypothesis one of this study.

Also it supports the theories and the concepts that I have discussed in previous chapters as Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it he suggest that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay's resulting to performance. This performance interns lead to various outcomes, which each has an associated value called Valence. Adams (1965) on his part suggests that people are motivated to seek social equity in the Rewards they receive for high performance.

The next is the relationship between job satisfaction and employee performance, this is the second objective and also hypothesis two of this study. The Pearson correlation that was used showed a significant relationship between job satisfaction and employee performance the strength shows small but definite relationship hence it supports hypothesis number two of this study. Again it supports the theories and concepts that have been discussed in previous chapters, the relation between satisfaction and performance has its root in human relation theory, which emerged from the Hawthorne studies of the late 1920s and early 1930s (Filley, House, and Kerr, 1976; Schwab and Cummings, 1970). Vroom stated that “it was typically assumed by most people associated with human relations movement that job satisfaction was positively associated with job performance. In fact human relations might be described as an attempt to increase productivity by satisfying the needs of employees” (1964, p. 181).

Furthermore, the research questions advanced before were answered by the analysis conducted. The first fourteen questions collectively seek to find whether motivation and job satisfaction facets influence on employee performance. These questions were answered by the correlation analysis which showed that motivation and job satisfaction have facets impact on employee performance of Nation link Telecom Somalia.

The multiple regression analysis performed showed that motivation has the most impact on employee performance than job satisfaction. Thus, the employee of Nation link Telecom Somalia value motivation more than job satisfaction. Hence, employee will performed well if they are well motivated with so many traits related to the different aspects of motivation and also get happier within their jobs from organization they work especially from their superiors. Therefore organizations should be willing to continuously and on regular basis, undertake employee research so as to understand what their employees expect from their current job.

5.3 RECOMMENDATION

Based on the finding of this study, the implication for Nation link telecom Somalia, practitioners and researchers is highly recommended. The relationships between motivation, job satisfaction and employees performance are the major determinant and factors to organizations performance. Hence, the need for Nation link telecom Somalia and other organizations to understand the relationships in other so as to provide suitable environment for work to be done. The implication for practitioners can be in the area of providing necessary concern in the area of alerting managements and governments on the need for incentives to workers. The implementation of employee's performance presents an opportunity for a performing organization to look at its existing programs, services, and processes. Once appropriate metrics of satisfaction identified, data collection and tracking processes are put in right place, the organization can begin to adjust it practices and evaluate its performance over time. The motivation will follow the satisfaction of employee in their routine.

In addition, future researchers who are interested in this type of study should also use more independent variables to test to further explore on the employee's performance. It would be

useful to replicate this study and repeat this model testing approach using a completely new and larger sample, interesting comparisons could then undertaken by using an identical model for different states or country.

5.4 LIMMITAION

This had collected the data through survey questionnaire; some limitations that have met are: mcommunication was hard and costs were expensive, also another obstacles was time constrain because of the short semester. The scope of the study is rather small and result may not significantly applicable to other similar organizations, bigger sample of respondents will give more accurate findings, stable and more reliable base. Comparative studies on similar organization will be able to generalize the findings better. Only the employee's of Nation link Telecom Somalia was surveyed in this study; therefore, the result may not be applied to the other telecommunication companies in the country.

5.5 CONCLUSION

Employee's performance is defined in terms of employee perception and also in terms of the likely behavioral and performance changes expected to occur through performance applications to business function of a company. These changes include motivation and job satisfaction, at the end, it has conclusively found answer to all research questions and research objectives and found evident to all hypotheses formulated.

The number of respondent is 78 employees of Nation link telecom Somalia, it translated into reports based on motivation and job satisfaction, it was defined a way to deliver the information contained in the reports in a way that would be meaningful and could translate into company process improvements. Through the survey research method, data were

grouped into reports appropriate to the selected audience: managers, operation, support staff and other. Standards were defined to report data in a valid, user friendly way, displaying information as it related to defined target goals.

The questionnaire sees a complete picture of the way different things are connected, what to focus on and measure, together with direction and clarity, the motivation and job satisfaction of representation in used seems to look up the capacity to make things appear to be connected, making a kind of wholeness or optimum solution, it seems to generate a perceived relevance to the Nation link telecom Somalia.

The result of correlation, the regression and multiple regressions in assessing the variables or the empirical relationship between motivations was contribute positively related to employee's performance as hypothesized.

Empirical research supporting such theoretical development has been conducted, analyze motivation and job satisfaction is the scientific activities and as a combination of representing (theory of motivation) and intervening (empirical research) to increase employee performance. This research also supported the conceptual development of the motivation and job satisfaction as interaction in employee's performance.

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Appendix A: Questionnaire

Respected madam/sir,

As a part of my project I would like to gather some information from you which will help me in an in depth study of project. I am a postgraduate student in **University Utara Malaysia** Master of Science in Management Program. The purpose of this survey is to find out **the impact of motivation on employee performance**. I would be obliged if you co-operate with me in filling the questionnaire. Since the questionnaire is being used for academic purpose, the information gathered will be strictly confidential.

You are kindly requested to indicate the extent of your agreement or disagreement with the following statements on a 5-point Licker scale, from 1 for strongly disagree, 2 for disagree, 3 for no opinion, 4 for agree, up to 5 for strongly agree. Each number represents its corresponding statement of answer. *So select only one alternative by circling its corresponding number.*

We request that you choose the best alternative that exactly or closely expresses your opinion.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Section A

1. I have opportunity to be promoted in this job

1 2 3 4 5

2. I have better chance to improve my career

1 2 3 4 5

3. I am motivated in carrying out my job

1 2 3 4 5

4. Motivation is rarely in Nationlink Company.

1 2 3 4 5

5. I work hard to get a better salary in future.

1 2 3 4 5

6. Most people feel more motivated to do good work

1 2 3 4 5

7. Other companies offer more opportunities than Nation link in terms of promotion.

1 2 3 4 5

Section B

8. I am proud to work for Nation Link Company.

1 2 3 4 5

9. I am feeling more committed to my career with Nation link company.

1 2 3 4 5

10. I believe that my future will be bright if I continue working for Nation link.

1 2 3 4 5

11. I will consider working else where if I get better job.

1 2 3 4 5

12. It is not right to leave my company even if I get better job in else where.

1 2 3 4 5

13. I am satisfied with the way Nationlink implement policy

1 2 3 4 5

14. I am satisfied with my boss on how he treats employees

1 2 3 4 5

Section D

15. My confidence increase due to my performance.

1 2 3 4 5

16. I feel frustrated when I have no opportunity to do a job.

1 2 3 4 5

17. I am confident with my ability to perform well

1 2 3 4 5

18. I never receive any praise or recognition by my superior.

1 2 3 4 5

19. I have chance to be promoted, if I remain this company for longer period of time.

1 2 3 4 5

Demographic data

20. I work in:

Finance Department ()

Sales & Marketing Department ()

Human Resource Department ()

Operations Department ()

Engineering & IT Department ()

Regional Development Department ()

21. Gender: male () female ()

22. Marital status: married () single ()

23. Position: Blue-collar worker () Officer Worker ()

Middle-level manager ()

24. Age: younger than 25 years ()

25 – 30 ()

31 – 35 ()

36 – 40 ()

41 – 50 ()

Above 50 years ()

Thank you for giving me a chance to respond my questionnaires

Appendix B: Demographic respondents

Category		Number of Respondents	Percentage
Department	Finance	31	40%
	Sales & Marketing	13	17%
	Human Resource	7	9%
	Operations	13	17%
	Engineering & IT	9	12%
	Regional Development	5	6%
	Total	78	100%
Gender	Male	66	85%
	Female	12	15%
	Total	78	100%
Marital Status	Married	59	76%
	Single	19	24%
	Total	78	100%
Position	Blue-collar worker	4	5%
	Office worker	56	72%
	Middle-level manager	18	23%
	Total	78	100%
Age	Younger than 25 years	12	15%
	25 – 30	24	31%
	31 – 35	24	31%
	36 – 40	15	19%
	41 – 50	3	4%
	Above 50 years	0	0%
	Total	78	100%

Appendix C: Cronbach's Alpha Reliability statistics

Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

Case Processing Summary

		N	%
Cases	Valid	78	100.0
	Excluded	0	.0
	(a)		
	Total	78	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.978	7

Item Statistics

	Mean	Std. Deviation	N
it1	3.8846	.83714	78
it2	4.0897	1.03429	78
it3	3.6282	.89890	78
it4	3.2308	1.30854	78
it5	4.0385	1.13323	78
it6	3.8590	.96328	78
it7	3.6154	1.11926	78

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
it1	22.4615	37.732	.922	.976
it2	22.2564	35.518	.919	.974
it3	22.7179	37.010	.923	.975
it4	23.1154	32.545	.915	.977
it5	22.3077	34.398	.920	.974
it6	22.4872	36.045	.946	.973
it7	22.7308	34.095	.962	.971

Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

Case Processing Summary

		N	%
Cases	Valid	78	100.0
	Excluded	0	.0
	(a)		
	Total	78	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.977	7

Item Statistics

	Mean	Std. Deviation	N
it8	2.9744	1.33848	78
it9	3.6282	.95495	78
it10	3.4359	1.12342	78
it11	3.7179	1.01799	78
it12	2.7051	1.56345	78
it13	3.3846	.91497	78
it14	3.6538	1.07904	78

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
it8	20.5256	39.889	.965	.970
it9	19.8718	45.152	.930	.973
it10	20.0641	42.814	.947	.971
it11	19.7821	44.095	.951	.971
it12	20.7949	38.295	.892	.981
it13	20.1154	45.766	.920	.974
it14	19.8462	43.405	.944	.971

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.5000	57.994	7.61535	7

Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

Reliability Statistics

Cronbach's Alpha	N of Items
.951	5

Item Statistics

	Mean	Std. Deviation	N
it15	3.9359	.77861	78
it16	3.9359	1.16596	78
it17	4.0897	.72409	78
it18	2.6667	1.36436	78
it19	3.9487	1.11539	78

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
it15	14.6410	16.934	.909	.940
it16	14.6410	13.843	.941	.925
it17	14.4872	17.578	.867	.949
it18	15.9103	13.070	.855	.952
it19	14.6282	14.263	.933	.927

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.5769	23.364	4.83365	5

Appendix D: Pearson Correlation

Descriptive Statistics

	Mean	Std. Deviation	N
Motivation	3.7637	.98889	78
Job Satisfaction	3.3571	1.08791	78
Employee Performance	3.7154	.96673	78

Correlations

		Motivation	Job Satisfaction	Employee Performance
Motivation	Pearson Correlation	1	.979(**)	.979(**)
	Sig. (2-tailed)	.	.000	.000
	N	78	78	78
Job Satisfaction	Pearson Correlation	.979(**)	1	.966(**)
	Sig. (2-tailed)	.000	.	.000
	N	78	78	78
Employee Performance	Pearson Correlation	.979(**)	.966(**)	1
	Sig. (2-tailed)	.000	.000	.
	N	78	78	78

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

Appendix E: Multiple Regression

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Job Satisfaction, Motivation(a)		Enter

a All requested variables entered.

b Dependent Variable: Employee Performance

Model Summary

Mod	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
	.980(a)	.960	.959	.19612	.960	897.985	2	75	.000

a Predictors: (Constant), Job Satisfaction, Motivation

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.077	2	34.538	897.985	.000(a)
	Residual	2.885	75	.038		
	Total	71.962	77			

a Predictors: (Constant), Job Satisfaction, Motivation

b Dependent Variable: Employee Performance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.226	.113		2.007	.048	.002	.451
	Motivation	.782	.111	.800	7.030	.000	.561	1.004
	Job Satisfaction	.162	.101	.183	1.604	.113	-.039	.364

a Dependent Variable: Employee Performance

Collinearity Diagnostics(a)

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Motivation	Job Satisfaction
1	1	2.944	1.000	.00	.00	.00
	2	.054	7.373	.47	.00	.02
	3	.002	43.583	.53	1.00	.98

a Dependent Variable: Employee Performance