

**EFFECTS OF EMPLOYEE MOTIVATION STRATEDIES ON  
EMPLOYEE  
PERFORMANCE IN TELECOMMUNICATION COMPANIES IN  
SOMALIA:**

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**ABSTRACT**

*Motivation plays an important role in all public and private organizations. Without motivating their employees organizations can't run and can't achieve their goals. Motivation and performance of the employees are essential tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. This research aims to analyze the drivers of employee motivation to high levels of organizational performance. The literature shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work was also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by boring jobs and pressure from clients, might weaken the organizational performance. The Purpose of this study is to explore the effect of motivation on employee's performance of telecommunication companies in Somalia. The study has the following objectives; to assess the extent to which financial incentives influences employee performance. To assess the extent to which training and development influences employee performance, to determine the effect of employee empowerment on employee performance. The study was utilized descriptive research design in order to describe the variables of the study. The target population of this study was 5000 and sample size of 98. The Data was being*

*collected used structured questionnaire as a research instrument. The data was being analyzed using percentages, frequencies, graphs and regression analysis with the help of Statistical Package for Social Science (SPSS version 22). Respondents agree on financial incentives affects employee performance. The respondents agreed that the bonuses and extras added yearly to my salary make me feel satisfied. The study sought to establish the effects Training and Development on employee performance of telecommunication companies in Mogadishu Somalia From the findings respondents agreed in our organization training motivates employees to be more committed towards organizational goals and also results are consistent with the findings obtained on training has helped me in improving my overall required skills for work . The respondent also agreed I believe that my set targets and objective are attained and identified by the firm through training program in the company. Employee empowerment effects on employee performance of telecommunication companies. Respondents agreed that I have total freedom to decide how to accomplish my work. The results and findings indicated that Human Resource Management should come up with an effective performance measurement system that rewards hard workers and penalizes ineffective workers. The researcher recommends that all employees should be motivated to ensure they are retained and this will improve performance. In this way overall organizational productivity and effectiveness can be enhanced.*

**Keyboard:** Incentives, Empowerment, Efficiency, Effectiveness and Motivation

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## INTRODUCTION

### Background of the Study

Motivation is the most important matter for every organization, public or a private sector. For the success of any organization motivation plays an important role. All organizations encounter the matter of motivation whether they are in the public or private sector (Chintallo &Mahadeo, 2013). According to Chaudhary and Sharma (2012) basically motivation word is derived from “Motive”. The meaning of “motive” is needs, wants, and the desire of the persons. So that “employees motivation mean the process in which organization inspiring our employee with the shape of rewards, bonus etc. for achieving the organizational goals.

Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So we can say that human resources is the very important or most

competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the employee of any organization. So the motivation is main factor that affect the human resources of the organization. The organization should be motivating their employees for the best performance or for achieving the organizational goals. In fact motivation is the best tool for best performance. Today there are many discussions about motivation and the relationship of employee's efficiency and the organizational efficiencies. Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar & Shafighi, 2013). Attractive Salaries or pays also a Valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization (Muogbo, 2013).

According to Yusaf, Munawar, and Naheed, (2012), Employee's motivation and their ability collectively participate into employee's performance and in their difficult tasks given by the manger are to purpose get maximum productivity. Now a day's researcher have more concerned with increase productivity, perfection and working ability. Employee's needs and wants having more important in research history.

Motivation is the one of the most important term of psychology and most of mangers who want maximum output and productivity. They tackle this is with a good way and motivate their employee in batter way. And also increase the cooperation between employee and mangers, it also encourage their responsibilities. And also encourage participation their sub ordinates, to take their responsibilities in batter way and also help to overseas other employee and monitor their performance. And motivate get their maximum interaction toward work and knowing employee's working capacity and assign work according to their capacity to get maximum productivity (Ali, Abrar & Haider, 2012).

### **Statement of the Problem**

Workers leave organization due to the fact that they are not motivated enough. Some are not willing to leave because they are enjoying some benefit in terms of promotion, which leads to increase in salaries and wages, bonus and some other incentives. The workers of Telecommunication companies in Somalia will prefer financial incentives to non financial incentives ,more especially the junior workers ,due to the fact that such incentives are not used as a motivational technique, the company have the problem and challenges of retention of their employees. Hence low performance and productivity becomes the end result and finally work dissatisfaction. There is the belief that if salaries are increased workers would be motivated and

give out their best. However, late coming, poor time management, laziness, self-interested, and the failure to meet deadlines for the preparation of important working documents has become a common practice. Although, research studies have been done on motivation, it is not clear what motivates employees specifically because every employee has his/her own way of getting motivated. Employers therefore, need to understand their employees better and use appropriate tactics to motivate them.

There is an evidence to show that organizations are facing challenges in retaining employees due to limited opportunities for advancement and the current competitive labour market. It doesn't appear things will get any better in the future. The loss of employees represent a loss of skills, knowledge and experiences which can create a significant economic impact and cost to corporations as well as impacting the needs of customers. Managers who can motivate employees assist the organization by improving employee retention.

A preliminary survey of motivation in Hormuud indicates that the employee motivation seems to have inactive role in employee performance, commitment, inspiration, empowerment and job satisfaction. Therefore, this study is considered important to determine the relationship between effect of motivation and employee performance in the company.

### **Research objectives**

- I. To assess the effect of financial incentives strategy on employee performance in telecommunication companies in Somalia.
- II. To assess the effect of training and development strategy on employee performance in telecommunication companies in Somalia.
- III. To determine the effect of employee empowerment strategy on employee performance in telecommunication companies in Somalia.

### 2.3 Conceptual Framework

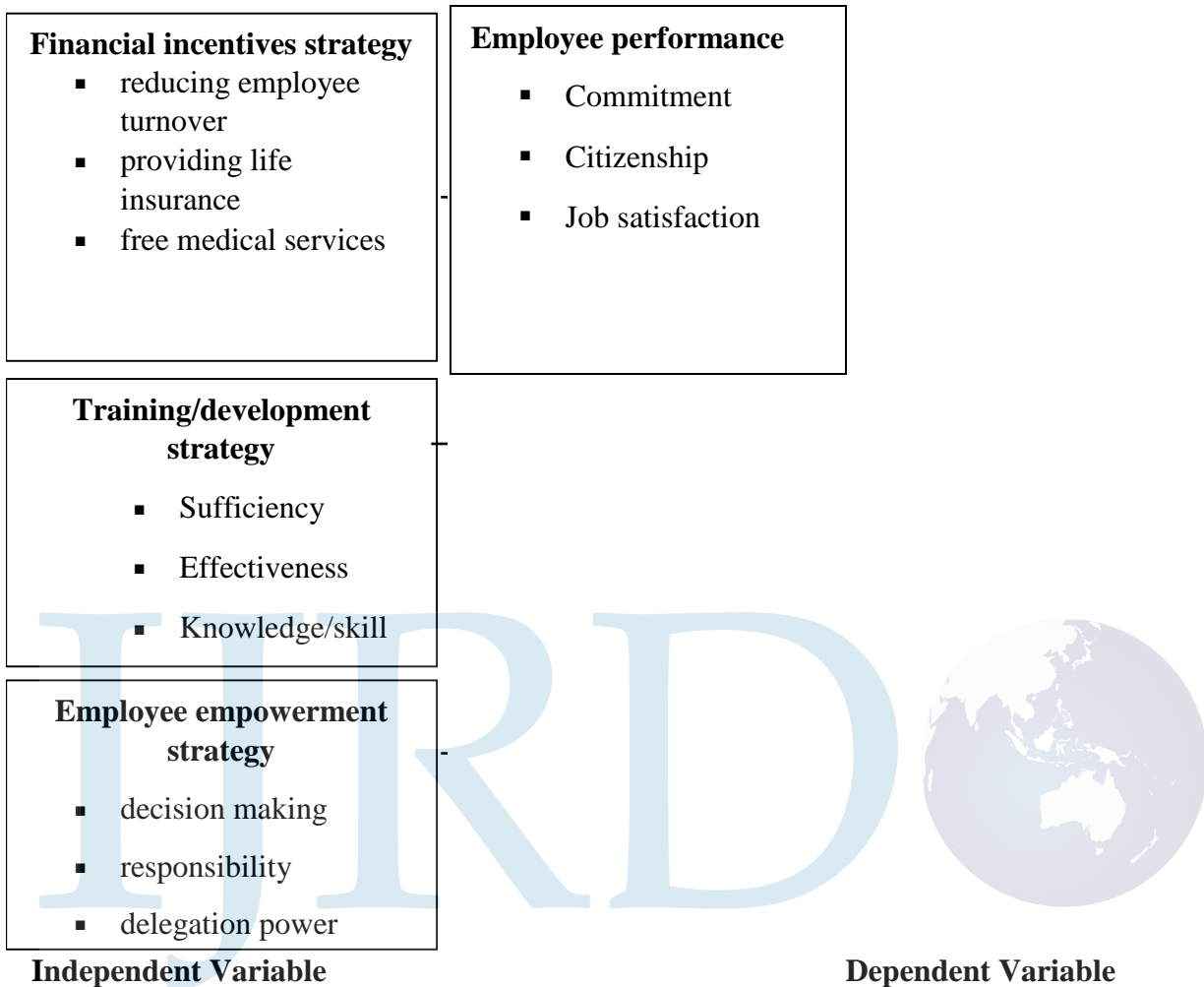


Figure 2.1 Conceptual Framework

#### Financial incentives strategy

Incentives are something as a reward or appreciation which motivates and stimulates a person to perform the work well. It encourages employees to do some specific actions efficiently and effectively. The incentive programs used in the organization are actually evaluated the overall performance of employees. These programs are regularly used to increase the moral level of employees, their loyalty to the organization, improve their work efficiency, reduce employee turnover and stimulate employees to do their job well (Paul & Anantharaman, 2003). And also Benefits that are provided by the organization to their employees on their performance, like some organizations provide life insurance and financial aid to their employees. The author delivers flexible hours, 13 salaries for effective work and free medical services. These types of

benefits increase the performance of employees, their commitment level to the job, their satisfaction level and loyalty to the organization (Danish & Usama 2010.).

Rewarding concerns tangible incentives such as promotions, increases in pay, increased discretion, superior work assignments, provision of additional responsibility, and so forth (Van Wart, 2008). A Reward does not necessarily have to be a pecuniary one. Money is always nice, but money is not always available, and may also not be an employee's prime motivator. Therefore, the first task of a manager is to find out what motivates his/her employees and make a match between employee's desires and the offered reward (Greenberg & Baron, 2003).

It is generally accepted that having targets to work towards, as long as they are realistic, is one of the most effective ways of improving performance. Hitting targets improves morale and self-confidence but remember that those who consistently underachieve will end up feeling demotivated. Target achievement can be rewarded not only with financial incentives but perhaps with the offer of increased responsibility or even promotion. Different people are motivated by different things so it is important to make sure that you offer the right incentives to the right member of the team. Motivating a team is always easier if you fully understand that they may not necessarily be motivated by the same things as you. The most effective teams are those that feel valued and supported but also feel that they are progressing and developing through the completion of challenging tasks. If a team understands company's objectives, they are much more likely to want to work harder towards their achievement. Also, most people tend to respond well to being given the opportunity to make decisions and take on additional responsibilities. Whatever motivational techniques work the best, it is always important to ensure that your team feels it is making a valuable and positive contribution (Koontz and Weihrich, 2000; Daniel, 2001; Kelly, 2010).

### **Training and development strategy**

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment (Meyer & Allen, 2001). In order to prepare their workers to do their job as desired, organizations provides training as to optimize their employee's potential. Most of the firms, by applying long term planning, invest in the building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus, improving the employee performance

through superior level of motivation and commitment. When employees recognize their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job.

Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely affect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and events. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not.

Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities. The companies aimed at gaining the competitive advantage realized the importance of training in improving the employee performance. Past researches provides the evidence regarding the positive affect of training programs on both employee and organizational performance. On one hand previous work in the field proved that effective training programs leads to superior return on investment while the other researches mentioned the positive role of training in attaining the supreme levels of employee retention (Colarelli & Montei, 2011; Becker, 2001). Due to fast pace global and technological development the firms are now facing new changes as well as challenges. Technological advancements have moulded the need of capabilities and competencies required to perform a particular tasks. Thus, to cope with these challenges, more improved and effective training programs are required by all corporates. Effective training programs helps in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Wei-Tai, 2006).

According to Farooq and Aslam (2011), managers are trying their level best to develop the employee's capabilities, ultimately creating good working environment within the organization. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image of the firm worldwide, (Jia-Fang, 2010).

### **Employee empowerment strategy**

Employee empowerment is the process of shifting authority and responsibility to employees at lower level in the organizational hierarchy. It is a transfer of power from the managers to their subordinates. It occurs that when a person works for some years he develops a thorough idea, knowledge, skill, ability over the job and gets everything into his grip. If such person is given overall charge of the work he does, with adequate authority and responsibility he can take decision on his own and can effectively and efficiently accomplish the job. It is the expectation of most human beings that they should have power, authority, recognition, status, responsibility; and when they get all these, they exert drives to utilize their full potential, energy, abilities and competences in an attempt to excel their performance. Empowerment program is designed to delegate power, authority by managers to their subordinates and share responsibility with them (Ghosh, 2013).

All this enhances status, recognition of empowered employees. Such employees prepare their mindset to perform, to win and to strive their best to go ahead to achieve individual goals, team goals and organizational goals. Randolph (2000) asserts that employee empowerment is a transfer of power from the employer to the employees.

Newstrom and Davis (2002) define empowerment as any process that provides greater autonomy through the sharing of relevant information and the provision of control over factors affecting job performance. Conger and Kanungo (2013) define empowerment as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness, and through their removal by both formal organizational practices and informal techniques of proving efficacy information. This definition implies developing people mind set to excel individual and organizational peak performance in order for achievement of company goals.

In respect of empowerment Burke (2010) opines that to empower implies the granting of power, delegation of authority. He emphasizes much more on shifting of power, authority to the employees by the management. Sewell and Wilkinson (2014) are of the view that to make the empowerment process meaningful there must be a genuine shift in the locus of power away from management and to the shop floor. So, what exactly is empowerment? Empowerment is a planned and systematic process of transferring power, authority with responsibility and accountability, to the employees by the managers.



## **Employee Performance**

Anthony Afful-Broni (2012) According to the author this particular study shows the relationship between motivation factors as well as the employee performance in the telecommunication. He is particularly focus on the telecommunication sector employees. Near to the author point of view income level in the organization impact positively on the employee performance as well as employee performance. Every human being needs to survive in the organization with full respect and honor. They stay when the organization pay more with return of the proper satisfaction. Employee has targets professional goals and targets. Some scholars said individual performance with origination performance effects equally. There are three main factors which generally determine one is ability, work environment and last but not the least is capabilities to do the jobs. Maslow believed that human nature which is satisfied their performance is achieved.

Chaudhary (2012) suggests that due to set global standards and change in technological factors businesses around the world are more challenging and tough day after day. Global market increases the revenue growth due to the internal as well as external factors. Highly competition among the firms all because of the globalization. Human resource management is very strong and highly competitive. (Abdulsalam, 2012). According to the author study search about relationship between motivation and performance are in the on hand. Research performance and motivation factor on the other end. They gather a data on different scenario and different relationship and motivational factor on the both sides, positive and negative.

Effective employee performance affects the staff and it's able to lead the realization of the broad objectives. All over the organizations have main prime objective is to impact service through research and Training and other community service. Performance not just base on function of organizations it's also based on the importance of the ability as well and motivation.

## **Empirical Review**

The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by some different way. When talking in term of employee motivation, it can be simply defined as "Employee motivation is a reflection of the level of energy, commitment, and creativity that a company's workers bring to their jobs." The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But

that's easier said than done. Motivation practice and theory are difficult subjects, touching on several disciplines.

In spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood and more often than not poorly practiced (Beer & Spector, (2015). To understand motivation, one must understand human nature itself. And there lies the problem! Human nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership. Employee motivation is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. It results into increase in productivity, reducing cost of operations, and improving overall efficiency (Loewen, 2011). Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation. Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern.

Organizations in this dynamic globalized world are continuously trying to develop and motivate their employees to help achieve enhanced performance with various Human Resource applications and practices (Abdul-Azeez, 2011).

Reward management system (RMS) is the highly used practice for the enterprises to achieve the desired goals (Güngör, 2011). According to Barber and Bertz (2000), Reward management system helps the organizations to attract, capture, retain and motivate employees with high potential and in return get high levels of performance. Reward management system consists of both extrinsic and intrinsic rewards; where former involves financial rewards salary, bonus etc) and the later includes non-financial rewards like recognition, security, title, promotion, appreciation, praise, decision making involvement, flexible working hours, workplace comfort ability, feedback, work design, social rights etc (Yang, 2008).

According to a study conducted by Grant (2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more

oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

Following are the variables which directly affect the employee motivation; Training is the formal process by which a person acquires knowledge, skills, and competencies. Motivation is the direction and intensity of one's effort, or the psychological feature that arouses an organism to action toward a desired goal. Organizations that use training practices, directly or indirectly effect employee motivation as well as commitment to the organization (Meyer & Allen, 2014). According to Rowden and Conine (2005), the purpose of training is to enhance the satisfaction of employees towards their jobs and satisfied employees contend their customers with enhanced performance. Employees who commit to learn are more satisfied with their jobs and ultimately show more positive performance than others (Tsai *et al*, 2007).

### **Research Gap**

To remain and survival in today's competitive environment companies needs to improve of organization productivity and employee performance, while this is not easy without effective motivation that can drive employee right direction for organizational purposes by creativity and innovation in the staff. But one of the important topics that today some of the organizations are ignoring is the issue of employee motivation that can effect employee performance both negatively if not organized well and positively if organize better.

According to the researcher there is no single research or article written about this topic, and this makes this research contribution to the Somali telecommunication to fulfil the need for this type of research. Hormuud Telecom is a growing telecommunication company, and there is no applied research on its motivation systems. So this contributes the evaluation of motivation systems in Hormuud to improve the performance of its employees.

## **RESEARCH METHODOLOGY**

### **INTRODUCTION**

The previous chapter had outlined the theories in motivation and employee performance and studies other researchers had done in this area. This chapter explains the methodology that was used to this study, research design, population and sample in the study. It further describes the instruments was used, procedure adopted in undertaking the study and the methods was used in analyzing the data collected.

A research design is an arrangement of systems for collecting and analysis the data that aims to combine relevance to research purpose (Kothari, 2004). Descriptive research design was adopted in this study. Cooper (2003) observed that descriptive studies were structured with clearly stated questions to be investigated. The descriptive design was selected in this study because it would let the researcher to gather numerical and descriptive data to evaluate the link between variables.

The study population of this research was the employees at the telecommunication company in Mogadishu-Somalia Hormuud. According to managers of the Hormuud company told the researcher the number of their employee were, 5000 of employees which comprises both the male and female employee. The sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler, 2000). For this study, the sampling frame was obtained from a list of all Hormuud staff which was 5000. Sloven formula was being used to this study to determine the sample size. Sloven's formula were using to obtaining the sample size. Denoting by  $n$  the sample size, Sloven formula is given by

$$n = 1 + \frac{N}{Ne}$$

Mugenda and Mugenda (2001), suggest that where time and resources allow, a researcher could take as a bias as possible sample size. However, gay (2010) argues that samples depend on many factors such as, the number of variables in the study, the type of research design, the methods of data analysis and size of the accessible population. Anderson (2004) argues that there are no clear answers with regards to how large a sample should be. Neuman (2006) suggests the general principal of the smaller the population, the bigger the ratio of the sample size to population size.

The study's sample size was 98 which. Questionnaires were self-administered with open ended questions. The sample was carefully selected from the whole population of 5000 employees; the sample relayed the relevant cross cutting characteristics to represent the entire population. The researcher employed stratified sampling technique to come up with the sample of the entire population. Gay (2005) also argues that stratified random sampling is an appropriate methodology in order to make proportionate, and therefore meaningful, comparisons between sub-groups in the population. Leary (2005) indicates that a stratified random sample typically

reflected the characteristics of the population as a whole hence the choice of stratified sampling method. It was convenient to administer the questionnaires to the sample size chosen.

The use of stratified sampling technique chosen for it improves sampling process after identifying the needed sample size. The researcher was use the method to divide the population in to homogeneous subgroups (strata), each stratum is then sampled individually this ensure more representative sample was derived from relatively homogeneous population after dividing the total number of the population with the sample size to obtain the sampling fraction. The size of the sample in each stratum was take in proportion to the size of the stratum through, proportional allocation. The stratification was in accordance to the job group of the employees. These helped in especially establishing which employees and at what lever are motivated to perform well. This study was used questionnaire instrument as main tool for collection data, which uses in quantitative research and questionnaire was adapted from (Tandoh, 2011). Questionnaire may be defined as technique of data collection in which each person is asked to respond to the same set of questions in predetermined order. The selection of this tool has been guided by the nature of data to be collected, the time available as well as by the objectives of the study and the overall aim of study is to investigate the relationship between employee performance and motivation. And questionnaire techniques were adopted in collecting primary data as it provides and efficient way of collecting responses from a large sample size.

For the purpose of this study a quantitative methodology involving a self administered questionnaire was being used as the measuring instrument. The self administered questionnaires was distributed to groups of people simultaneously, since they were less costly and less time consuming than other measuring instruments.

Once the researcher collected raw data, the same was organized and tabulated for all the responses to each question and for each respondent in a data sheet using coded values and construction of summary sheet. The study was seek to turn the data in to information that people possibly was understand through analysis of results. The data was analyzing through the Statistical Package for Social Science (SPSS 22) and also descriptive study presented in mean, percentages, frequency, graphs, tables and pie charts and inferential statistics for example regression analysis and regression model was be  $Y = A + B_1X_1 + B_2X_2 + B_3X_3 + E$ . Where y is dependent variable, A is other factors which can affect the independent,  $x_1$  independent variable one,  $x_2$  independent variable one,  $x_3$  independent variable one,  $B_1 \dots B_3$  is coefficients.

**Table 4.1 Response Rate**

<b>Response</b>	<b>Total</b>	<b>Percentage</b>
<b>Nonresponse</b>	<b>04</b>	<b>07</b>
<b>Response</b>	<b>94</b>	<b>93</b>
<b>Total</b>	<b>98</b>	<b>100</b>

From the data collected, out of the 98 questionnaires administered, 94 were filled and returned, which represent 93 % response rate. This response rate is considered satisfactory to make conclusions for the study. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% is good, while 70% rated very good. This implies that based on this assertion, the response rate in this case of 93% is therefore very good. The recorded high response rate can be attributed to the data collection procedures for instance, the researcher pre-notified the potential participants for the survey, the researcher administered the questionnaire with the help of research assistants through drop and pick method and follow up calls were also made to clarify queries as well as to prompt the respondents to fill the questionnaire. These methods facilitated the whole process of data collection hence the high response rate.

**Table 4.2**  
**Reliability**

<b>Results Variables</b>	<b>Standard Deviation</b>	<b>Comments</b>
Financial Incentives	0.789	Agree
Training & Development	0.766	Agree
Employee Empowerment	0.771	Agree

The study sought to investigate the effects of employee motivation and employee performance of telecommunication campiness in Mogadishu Somalia. Summarizes respondents' level of agreement on financial incentives affects employee performance. The respondents agreed that the bonuses and extras added yearly to my salary make me feel satisfied.

These results are consistent with the findings obtained on Training has helped me in improving my overall required skills for work respondents agreed that I have total freedom to decide how to accomplish my work.

### Multiple Regression Analysis

Multiple regressions are an extension of simple linear regression. It is used when we want to predict the value of a variable based on the value of two or more other variables. The variable we want to predict is called the dependent variable (or sometimes, the outcome, target or criterion variable). The variables we are using to predict the value of the dependent variable are called the independent variables (or sometimes, the predictor, explanatory or regress or variables).

**Table 4.9 Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 <sup>a</sup>	.276	.245	.66012

Model summary is a summary that describes how far the independent variables explain the dependent variables that mean the greater R value has the greater number the greater independent variables explain with dependent variable. In order to test the research hypotheses, a standard multiple regression analysis was conducted using employee performance the dependent variable, and the three investigations determine effect of employee motivation of the employee performance: Financial Incentives, Employee Empowerment, and Training and Development as the predicting variables. Tables 4.9 present the regression results. From the model summary in table 4.10, it is clear that the adjusted R<sup>2</sup> was 0.245 indicating that a combination of: Financial Incentives, Employee Empowerment,

and Training and Development explained 27.6% of the variation in the employee performance of telecommunication companies Mogadishu Somalia.

**Table 4.10 Analysis of Variance**

**ANOVA<sup>b</sup>**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	11.766	3	3.922	9.001	.000 <sup>a</sup>
	Residual	30.939	90	.436		
	<b>Total</b>	<b>42.705</b>	<b>93</b>			

From the ANOVA table 4.10, it is clear that the overall standard multiple regression model (the model involving constant, Financial Incentives, Employee Empowerment, and Training and Development) is significant in predicting how: Financial Incentives, Employee Empowerment, and Training and Development determine employee performance of the telecommunication companies in Mogadishu Somalia. The regression model achieves a degree of fit as reflected by an R<sup>2</sup> of 0.276 (F = 9.00; P = 0.000 < 0.05).

**Regression Coefficients**

Table 4.11 presents the regression results on how: Financial Incentives, Employee Empowerment, and Training and Development determine employee performance of the telecommunication companies in Mogadishu Somalia. The multiple regression equation was that:  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$  and the multiple regression equation became:  $Y = 0.11 + 0.176X_1 + 0.552X_2 + 0.661X_3$ . As depicted in table 4.9, there was positive and significant effects of employee motivation on employee performance ( $\beta = 0.342$ ;  $t = 2.904$ ;  $p < 0.05$ ). There was positive and significant effects of employee empowerment on performance ( $\beta = 0.269$ ;  $t = 2.304$ ;  $p < 0.05$ ). However, there was positive and insignificant effects of training and development on employee performance ( $\beta = 0.92$ ;  $t = 0.896$ ;  $p > 0.05$ ).



**Table 4.11 Regression Coefficients****Coefficients<sup>a</sup>**

Model	Unstand. Coefficients		Stand. Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.011	.553		.019	.985
Financial Incentives	.661	.228	.342	2.904	.005
Employee Empowerment	.176	.197	.092	.896	.373
Training and Development	.552	.239	.269	2.309	.024

**Conclusion**

Based on the findings of this study, the following conclusions were drawn. The results reveal that financial incentives, employee empowerment have significant and positive effects on employee performance while training & development have strong negative and highly significant correlation on motivation and employee performance also results indicate there were good relationship between motivation and employee performance and The research results showed that employee motivation influences employee performance of Telecommunication Companies in Somalia. The results of correlation analysis in this study have demonstrated that motivation of employees have positive relationship with employee performance, which is statistically significant ( $p\text{-value} < 0.05$ ). This means that enhancing employee motivation positively improves employee performance. Some employees were very little motivated as there is no recognition after good performance and no feedback after performance of duties so the organization has to come up with strategy that can be the result which the organization can use competitive strategy in market and also their workers become satisfied and loyal then the point of the study be reached which was employee performance those produce more and that cannot be true unless quality of human resource management has a critical influence on the performance of the company.

## Recommendation

1. The Hormuud Company should also come up with uniform salaries of their staff because some employees were poor pay and while others were highly paid. The results and findings indicated that Human Resource Management should come up with an effective performance measurement system that rewards hard workers and penalizes ineffective workers.
2. It is important to develop such an atmosphere where employees are well satisfied with their jobs and cooperative with each other. In this way employees will be in position to utilize their full potential in their jobs.
3. The research study strongly suggests that the teamwork activities must exist in the organizational environment.

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