American Research Journal of Humanities & Social Science (ARJHSS)

E-ISSN: 2378-702X
Volume-02, Issue-09, pp-32-40
September-2019
www.arjhss.com

Research Paper Open Access

Understanding Employee Motivational Nature and its Influence on Performance and Managerial Behaviour in Selected Organizations of Burco, Somaliland

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ABSTRACT : *Organizational top management tend to lie about the true picture of their organizational performance and productivity. Mostly, they prefer to share one-sided responses that expose the tangible achievements. Since they are usually family members, they are largely coordinated and well organized in case of any activity challenged external environment. However, these same managers rarely talk about their weaknesses with a perception that their competitors might use this chance to out-compete or expose them to other stakeholders.For thisreason, their organisations are guided by strict rulesthatprohibitany interaction betweenlowerlevel staff and externalevaluators or researchers. This managerialbehaviourcouldberesultingfromunfavourable conditions of workthatdémotivantelowerlevel staff who are usuallyunder-paid but over-worked.Therefore the motivational practices claimed by all the managers and technical staff couldlargelybebiased and thuslimitingany possible interventionalmeasures by governmentor external bodies such as international organisations.*

Keywords *-Motivation, Organization, Employee Performance, Burao, Somaliland*

I. INTRODUCTION

Motivation is one of the most important aspects of organizational performance. Todays' organizations operate in challenging environments in which human resources are the operational machinery. Employees everywhere are the factors that determine organizational or project success or failure. Ibrahim and Brobbay (2015) acknowledges employees as "the bedrock of every business." It is very important to note that "employees are the first customers of an organization and therefore must be satisfied first before they too can satisfy their customers appropriately" (ibid). Therefore, managers and employers need to use motivational strategies to enhance productivity and achieve organizational goals. Sometimes the reverse may be true in organizational settings. The term motivation is believed to originate from a latin word, 'movere' which means to 'move' (Baron, Henley, McGibbon and McCarthy, 2012 cited in Waiyaki, 2017). Getting people moved to perform certain activities might require managers' commitment, creativity and goodwillto getcompanies'/ organizational workers perform various tasks (Shahzadi et al., 2014). In other words, motivation could be linked to motive and actions of organizational teams. Of course there are so many researchers who have written about this challenge but despite their valued proposed suggestions, several organisations are still battling with employee turnovers and complaints every single day in various workplaces. For this particular study is very unique due to the fact that it focuses on how organisations could make employees move a second mile to make tangible or reputable outcomes.

Motivating employees to perform organizational tasks is a global challenge. For instance, Development Dimensions International study found that "only 19 percent of employees are highly engaged within their organization. Not only is that, but also in the field of recruitment, a high proportion of these organizations still

experiencing difficulties (84%)" (Ludhans, 1992 cited in Nabi et al., 2017). Such challenges could be emanating from the possibility that a small number of employees are usually intrinsically motivated to act voluntarily but there is a huge likelihood a lot of other organizational employees are moved by rewards. Abraham Lincoln also noted that people are generally lazy and are not willing to work and the only way organizations could make them work is by introducing a system of incentivization (Lincoln, 1963 cited in Yudhvir&Sunita, 2012).Two types of motivation are described in various psychology books. For instance one of them is intrinsic motivation and the other one is extrinsic. A study that was conducted in Pakistan on the impact of motivation on performance and job satisfaction in IT Park Software House, "intrinsic motivation is linked to work content which happen when employee execute an action from which they develop gratification for simply appealing in the effort himself" (Ali et al., 2016). On the other hand extrinsic motivation in particularly influenced external environment. Another scholar states that "extrinsic motivation frequently mention to work features that are outside to the job themselves, given that incentive like pay, promotion, job security and funds sufficiency" Herzberg (1968 cited in Ali et al., 2016; see also, Jones and George, 2003 cited in Oyam et al., 2012). Organizational managers could feel more comfortable with workers that are equipped with self-drive in operating the assigned or non-assigned tasks and responsibilities for the common good of the organization. It is important to remember however that rewarding human resources could be viewed as managerial trait that builds responsive organizational culture and aids organizational effectiveness.

Sub-Saharan Africa is among the regions that have established organizations in which various projects are implemented to improve the living standards and quality of people's lives. For this reason, getting people to carry out certain tasks is hugely dichotomous in nature in which the two types of motivational encounters challenge leaders and employers on a daily basis. West African countries like Ghana are said to be facing "compelling and competing demands devoid of adequate motivational packages" … best service delivery …to Ghanaians (Appiah, 2011 cited in Fosu, 2016). Motivation could be viewed as an operational tool that enhances project effectiveness and the reverse may be true. A related study that was conducted in Nairobi, Kenya reminds organizational leaders that "skilled and talented employees may not achieve desired results if they lack motivation … that is considered an important value" that results into achievement of organizational effectiveness (Osei, 2011 cited in Kemoh, 2016). All if not most of the organizational leaders would feel they are containing the contextual motivation challenges when they achieve organizational goals. It could however be possible to realize project/ organizational/ program outcomes if all employees are making tangible contributions by fulfilling activities in place. Therefore, many readers would concur with scholarly perspective in which "employee performance involves quality and quantity of output, presence at work accommodative and helpful nature and timeliness of output" (Kemoh, 2016).

The global as well as regional (African) literature on organizational motivation is closely comparable to what exactly transpires in Somaliland. One might not need to fall into confusion of complex scholarly materials documenting the same problem around the whole world. However, this particular study I wonder how managers have to keep on rotating in a cycle of unattended motivational challenges as in the Burco, Somaliland's case. When Kovach states that … "managers still are not close to understanding employees motivation than their colleague more than fifty years ago" (1980 cited in Richard, 2014), it arouses the attention of several new scholars like me in attempt to gather necessary evidence on the reality of the relationship between human resources and employers in performance of organizational activities. It analyzes the relevancy of motivation in organizational performance of employees;specifically it describes the types of motivation that Burco employees in organizations associate with while exploring how they disconnect with managers'/ leaders' expectations. Lastly it is intended to evaluate the internal organizational behaviors and processes that complicate motivation of employees in selected organizations in Burco, and then suggest possible strategies that would restore sanity in strategic result-oriented organizational performance.

Statement of the Problem

According to evidence from Mogadishu, "limited difficulties in replacement of HRs in departments that require unskilled labor in developing countries, managers have neglected putting motivation on the forefront of their agenda which has led to low productivity per person" (Gure, 2010 cited in Hussein & Simba, 2017).The Mogadishu experience is not different from that of Burco in Somaliland. Most employees are not motivated to perform organizational tasks. In case of any motivational practices, employers can offer a certificate that is not perceived valuable in the understanding of employees. Most staff/ employees value motivation that is packaged in monitory terms but not a certificate. Employers occupy them with tasks and responsibilities that go beyond their job descriptions. Employees are pressured to work for longer hours, do huge tasks but they are appreciated with certificates of appreciation which they do not like. They prefer organizational mangers offer them a certain amount of money instead of certificates that cannot be exchanged for food. As a result, a lot of employees tend find any means of misusing their offices or absconding from

organizational activities in very systemic ways. They arrive at the workplace and spend much of their time chatting with friends and relatives on social Medias like Whatsapp, Facebook among others or using organizational internet to search for other jobs in order to harm an organization that does not value monitory motivation. Performance and productivity in Burco organizations is very poor because employees are largely demotivated. This study aims to investigate the contextual motivation common in Burco organizations as well as its effects on organizational performance. It is specifically intended to explain the magnitude of work employees are supposed compared to their benefits; assess the motivation practices implemented by organizational staff and analyze the performance nature of employees in relation to managerial behavior in attempts to increase organizational productivity respectively.

II. METHODS AND ATERIALS

Study Area

The study was conducted in two selected private institutions/ organizations in Burco city. Ten Local organizations whose names were kept anonymous were selected randomly to participate in the study.For the purpose of observing organizational and research ethics, the participating organizations were marked with alphabetical naming beginning from A to J as illustrated in table 1.

Research Design

This study has used descriptive research method and qualitative and quantitative approaches have been used due to appropriateness pertaining to the nature of the subject matter.

Research Context

Organizations in Burco are more sensitive when it comes to participation and sharing of performance experiences with researchers from other institutions within the same district like we were. Besides, none of the organizations had an administrative staff that is outside the family or clan of the top management. In other words, interacting with a technical local staff or administrator is not likely to capture any organizational performance information that challenges the existence and operationalization of the host organization. In fact in all the organizations interacted with, any external interactions with lower staff for research or any other purposes is largely restricted with a perception/ fear that they would expose their weaknesses. Therefore, it was not possible to access lower staff who do not perform administrative roles. That is why only the managers and technical staff were the only ones allowed to interact with researchers.

Sources of Data

The study has used both primary and secondary sources of information. Primary sources include managers and technical staff of the studied organization. Secondary sources on the other hand include textbooks, documents from websites and human resource manuals of the studied organizations.

Sampling

Sample Size and Technique

Only twenty organizational staff participated in the study. They included one manager and one staff in each of these organizations as listed in table 1. Although the organizations in Burco were randomly selected, convenient sampling technique was also used to engage the accessible participants. The latter was applied because most of the organizational staff were always very busy with various tasks unknown to me. I tried to make appointments with most of who were turned them down.

Table 1: List of selected Organizations

S. No.:	Organization:	Manager	Technical Employee
1.	Organization A	1	1
2.	Organization B	1	1
3.	Organization C	1	1
4.	Organization D	1	1
5.	Organization E	1	1
6.	Organization F	1	1
7.	Organization G	1	1
8.	Organization H	1	1
9.	Organization I	1	1
10.	Organization J	1	1
	Totals	**10**	**10**

Data Collection Methods

Key Informant Interview Analysis

The key informant interview was used to generate relevant information from executive directors or managers on the motivational practices and its effects of on behaviors and performance of their staff and the linkage with productivity. As per the Key Informant Interviews (KII) provided by managers of the sampled organizations, all managers (100%) indeed confirmed that there organizations have rules and regulations that are strictly followed by employees. Furthermore, they also confirmed that their organizations have fully established and equipped Human Resource Departments (HRD). However, such departments are faced with challenges such as lack of skilled employees and employee turnovers hence limiting their mandate.

Participant Observation

We realized that Key Informant Interviewing goes hand in hand with participant observations. In all the organizations, managers and their technical employees were reluctant to fill the questionnaires but requested us to leave them with them to return later when they have completed this simple task. We were always positive and accepted their request. However, looking at the responses in all the questionnaires, your mind could quickly reason that the management representatives in each organization were well coordinated. This could imply that they first discussed the questions during our absence and agreed on the response for each question.

Questionnaire

Structured questionnaires were distributed to the organizational staff to gather their perceptions, attitudes and perspectives on organization wide motivational practices and structural arrangements. According to (Rowley, 2014) "questionnaire to refer to documents that include a series of open and closed questions to which the respondent is invited to provide answers." He also states that questionnaire "may be distributed to the potential respondents by post, e-mail, as an online questionnaire, or face-to-face by hand" (ibid). Inspired by Rowley, we walked to each of the selected organizations in Burco and approached the managers requesting them to allow us interact with their staff. That was when they determined who should participate in our study.

III. DISCUSSION OF RESULTS

Table 2: Demographic Characteristics of Respondents

Factors		Responses		Remark
		Number	Percentage	
Gender	Male	20	100	
	Female	0	00	
Age	Below 30	6	30	
	31 – 40	8	40	
	41 – 50	4	20	
	50 and above	2	10	
Educational Qualification	Secondary	1	5	
	Diploma	2	10	
	Bachelor degree	10	50	
	Master's	7	35	
	PhD	0	00	
Experience in the organization	Less than 1 year	1	5	
	1-2 years	4	20	
	3-5 years	9	45	
	5 years and above	6	30	

Source: Survey Questionnaire Table-2

Respondents of this survey composed of male (100%) and female (0%). As shown in table-2, most respondents are between 31-40 years (40%) followed by those aged below 30 years (30%). 5%, 10%, 50% and 35%. The qualifications of respondents range from Secondary Certificate, Diploma, and Bachelor Degree to Master's level of educational respectively. None of them had a PhD.Most respondents have between 3-5 years of work experience (45%) with their respective organizations with only 1 (5%) of the respondents having less than one year of work experience. A mixture of highly educated and less educated employees may meet practical challenges that might affect performance of work.

Employee Reponses

Table3: Organizational Arrangement

Factors	Responses		
	Number	Score	Mean score
Workers in my organization are offered with employment contracts.	Strongly Agree=4 Agree=5 Neutral=1 Disagree=0 Strongly Disagree=0	20 20 3 0 0	4.3
Employees' behaviors are guided by the established rules and regulations of the organization.	Strongly Agree=7 Agree=2 Neutral=1 Disagree=0 Strongly Disagree=0	35 8 3 0 0	4.6
Workers strictly follow the established rules and regulations of the organization.	Strongly Agree=5 Agree=4 Neutral=1 Disagree=0 Strongly Disagree=0	25 20 3 0 0	4.8
There is a clearly established structure/hierarchy of relationship in the organization.	Strongly Agree=5 Agree=2 Neutral=2 Disagree=0 Strongly Disagree=1	25 8 6 0 1	4.0

Score value for alternatives: Strongly Agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Table-3

There is no organizational manager or technical/administrative assistant who could unveil the inside negatives in their organization. As shown in table-3, the mean score for employees being offered with employment contract is 4.3 which imply that this factor could be perceived with positive relationship with organizational arrangements. Accordingly, employees are required to follow what is stipulated in the contract. If managerial/ administrative words and statements match their actions, such system could contribute to confidence of employees which in turn increase their coordination and work productivity.

In addition, mean score of employees' behavior being guided by the established rules and regulations is 4.6. The majority of respondents which accounts 70% have strongly agreed and the remaining 20% and 10% have respectively agreed and neutral with the statement. When managers and their directors or technical staff influenced by family relationships strongly agree that they provide huge benefits to their employees, their words may be treated with bias.

Furthermore, the mean score of employees strictly following the established rules and regulations is 4.8. 50% of the respondents strongly agreed and 40% agreed with the statement as illustrated in table 3. But, it leaves unanswered questions regarding whether existing rules and policies are appropriately implemented and thus questioning the relationship between the top management and the lower staff who usually do much of the work for the organization.

Table 4: Motivation Practices

Factors	Responses		
	Number	Score	Mean score
My organization does apply motivational practice for high performing individuals and teams.	Strongly Agree=4 Agree=4 Neutral=2 Disagree=0 Strongly Disagree=0	20 16 6 0 0	4.2
Workers who perform poorly are subject to punishment such as pay-cut.	Strongly Agree=0 Agree=2 Neutral=2 Disagree=3	0 8 6 6	2.3

	Strongly Disagree=3	3	
Salary increase is widely used as a motivational strategy in my organization.	Strongly Agree=2 Agree=2 Neutral=4 Disagree=2 Strongly Disagree=0	10 8 8 4 0	3.0
Rewards and recognition are widely used as motivational strategy by my manager.	Strongly Agree=3 Agree=3 Neutral=3 Disagree=1 Strongly Disagree=0	15 12 9 2 0	3.8
Job Rotation is widely used in my organization.	Strongly Agree=5 Agree=2 Neutral=2 Disagree=1 Strongly Disagree=0	25 8 6 2 0	4.1
There exist several social groups in my organization.	Strongly Agree=3 Agree=2 Neutral=2 Disagree=3 Strongly Disagree=0	15 8 6 6 0	3.5
Staff performance can be reduced as a result of not being motivated.	Strongly Agree=3 Agree=2 Neutral=4 Disagree=0 Strongly Disagree=1	15 8 12 0 1	3.6
Sometimes my manager provides me with relevant support to accomplish my work.	Strongly Agree=2 Agree=4 Neutral=4 Disagree=0 Strongly Disagree=0	10 16 12 0 0	3.8
Sometimes my manager assigns me with more challenging and difficult tasks.	Strongly Agree=2 Agree=4 Neutral=1 Disagree=2 Strongly Disagree=1	10 16 3 4 1	3.4
Sometimes my manager gives me the authority to plan, execute and evaluate my own work.	Strongly Agree=6 Agree=2 Neutral=2 Disagree=0 Strongly Disagree=0	30 8 6 0 0	4.4
My organization always evaluate employee performance monthly.	Strongly Agree=3 Agree=4 Neutral=3 Disagree=0 Strongly Disagree=0	15 16 9 0 0	4.0
Performance appraisal is a good strategy for me to know my strength and weaknesses so that it adds value for my professional growth.	Strongly Agree=7 Agree=2 Neutral=0 Disagree=1 Strongly Disagree=0	35 8 0 2 0	4.5

Score value for alternatives: Strongly Agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Table-4

As shown in table-4, the mean score for organizations applying motivational practice for high performing individuals and teams is 4.2 which might imply that this factor has positive relationship with organizations practices on motivation. Once a system like this exists, it could contribute to increased motivation among employees since they expect something out of it.

However, the mean score for workers who perform poorly being subjected to punishment such as salary cut is 2.3 implying that organizations have got not measures to punish poor performing individuals which contradicts with motivational practice in organization.

When asked if salary increase is widely used as a motivational strategy in their respective organizations, a mean score of 3.0 was recorded. Implying that few organizations expressed that they do motivate their employees by means of salary increase which is very unlikely. In most if not all Burco organizations, an employ may work ten years in an organization without any salary increment but with increased tasks and responsibilities.

According to the data displayed in table 4 above, rewards and recognition are widely used by managers as motivational strategy (Mean Score of 3.8). It was however not clear which type of rewards and the latter makes sense to the employee. Most of employees expect financial rewards than any other reward. Furthermore, the mean score for job rotation being used in organization is 4.1 implying a positive relationship with motivational practices in organizations. However, this result could have likely been different if the study involved the lower organizational employees.

Table 5: Work and Managerial Perception

Factors	Responses		
	Number	Score	Mean score
Decision making in my organization and work unit is participatory.	Strongly Agree=1 Agree=1 Neutral=5 Disagree=2 Strongly Disagree=1	5 4 15 4 1	2.9
I like my job and I would love to continue doing it forever.	Strongly Agree=2 Agree=6 Neutral=2 Disagree=0 Strongly Disagree=0	10 24 6 0 0	4.0
I like my manager and I would love to continue working with him forever.	Strongly Agree=3 Agree=4 Neutral=3 Disagree=0 Strongly Disagree=0	15 16 9 0 0	4.0

Score value for alternatives: Strongly Agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Table-5

As indicated in table-5, 10%, 10% and 50% of responses showed strongly agree, agree and neutral respectively with a mean score value 2.9 as relates to the question "Decision making in my organization and work unit being participatory". But the question is, how can our readers be convinced by the responses of the top managers that restricts the study participation of lower organizational workers? Organizations which do not involve all employees in the decision making processcould harm motivation and lowerwork performances as well as organizational effectiveness.

Furthermore, a mean score of 4.0 was recorded when employees were asked whether they like their job and if they would love doing it forever. The mean score has high relationship with employee satisfaction and positive perception about their jobs. What response would you expect from a top management comprised of family members whose overall responsibility is to protect their selfish interests? One might wonder why employee turnover is very high in most of the local organizations in Somaliland and particularly in Burco. There might be no surprise why a mean score of 4.0 was recorded as illustrated in table 5 implying that most employees do have positive relationship with their managers.Such managerial responses are always expected whenever external studies focus on the organizational structural operation.

Motivational Practices in BurcoOrganizations

Various motivational strategies were said to be used by (90%) of organizations. Almost all managers shared a few of their applied motivation strategies to include;certificate rewards, salary increment, bonuses, promotion and much more. In fact, 100% of the interviewed managers confirmed that their organizations use salary increase as motivational strategy. However, their responses are most likely to be sugar-quoted and hugely

subjective. There is no likelihood that any of the managers or their close associates or departmental heads could reveal the employee benefit reality from inside their organisations. Some managers (40%) claimed that they do not give challenging and difficult tasks to their employees hence limiting their scope of motivational practices. Most managers (80%) claimed that workers who perform poorly are not subjected to punishment such as pay-cut. What this means is that managers are busier on punishing less productive employees than devising appropriate managerial interventions or motivating them to work in more productive ways.

Performance Appraisal in BurcoOrganizations

Performance Appraisal is a common practice among organizations in Burao; this is as per the 80% response provided by the interviewed managers. Performance appraisal is believed to be conducted in some Burcoorganizations with their purpose of increasing performance as well productivity. It is administered mostly on yearly basis with 50% of the managers claiming that employees do not like it for the reason being that they have no idea on the importance of performance appraisal or being afraid of getting fired. As a matter of fact, organizational leaders are supposed to be implementing at least weekly appraisals or monthly appraisals.Organizational management in Burco could accelerate more positive outcomes if at all they mean what they say. Negative attitudes of most somali staff is kind of institutionalized in which case managers might feel that carrying out appraisals might scare away their employees. Such organizational design could be resulting from clannism in which case employees from the same clan are found running the same organization that undermines possibility of performance improvement. In fact most managers agreed that performance appraisal do have positive impact on employee and work performances although it is not perceived with positive result by very few employees.

IV. CONCLUSION

Basing on the context of administration that does prohibit open sharing of organizational experience of employees to various audiences, it may be difficult to attribute Burcoorganizations with appropriate managerial as well as work ethics. Managers and their close technical employees who happen to be members of the same family mostly agree on having good organizational arrangement. For instance, they say their workers are being offered employment contracts and organizations having clear rules and regulations in which employees are required to abide by. On the other hand, organizational rules and presence of contracts might not mean that employees are results oriented. There is a very high likelihood that employees who do not hold any administrative position do not give full attention to organizational activities. Most of the top management in Burco will never give true picture of inside their organizations and we would suggest that any future organization performance studies could largely involve the lower level staff. The latter are more likely to share their true experiences with an anticipation that external interventions might come with positive change hence improve conditions of work as well contribute to financial benefits. Motivational practices that exclude financial gains as well as limit participation of lower staff would have the capacity to harm organizational effectiveness and reduce performance as well as productivity at large.

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