“FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION AT PRIVATE BANKS IN MOGADISHU, SOMALIA”

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UNITED INTERNATIONAL UNIVERSITY

DISSERTATION REPORT ON

"FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION AT PRIVATE BANKS IN MOGADISHU, SOMALIA"

SUBMITTED TO:

Jakowan

Assistant Professor

School Of Business and Economics

United International University

SUBMITTED BY:

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Master of International Human Resource Management

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A research dissertation submitted to the school of business & economics in partial fulfillment of the requirement of master in international human resource management of UIU, Bangladesh.

February, 2022

LETTER OF TRANSMITTAL

08/02/2022

To,

Jakowan

Assistant Professor,

School of Business and Economics

United International University

United City, Madani

Avenue,Badda, Dhaka-1212.

Subject: Submission of Project work.

Dear Sir,

It gives me great pleasure to present the Project work on the topic of "**FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION AT PRIVATE BANKS IN MOGADISHU, SOMALIA"**

I have worked hard to make this work a success. On the other hand, has been a fantastic source of learning for me. I'd like to express my heartfelt appreciation to you for your helpful advice and suggestions in finalizing this great work. It would be my great pleasure if you found this work useful and informative in gaining a clear perspective on the issue. If you have any questions about this report or any other relevant matters, please do not hesitate to contact me.

I look forward to hearing from you.

Yours Sincerely,

Signature: ……

Name: **Zahra Hussein Ali**

ID: 15202019

CERTIFICATION OF SIMILARITY INDEX

Title of the Dissertation:

"**FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION AT PRIVATE BANKS IN MOGADISHU, SOMALIA"**

Name of the Student: Zahra Hussein Ali

Supervisor: Jakowan, Assistant Professor

Department: School of Business and Economics,UIU

I hereby certify that the project work is an original research work and it doesn't contain any plagiarized work. The student has not used any unethical methods such to prepare this research.

Jakowan

Signature.....

Name: Jakowan

Assistant Professor

School of Business and Economics

United International University

Declaration of the Student

I sincerely declare that my report on the topic of “FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION AT PRIVATE BANKS IN MOGADISHU, SOMALIA“.

This dissertation is a presentation of an original work based on my actual work experience and a thorough examination of existing methods in the "International Human Recourse Department". This report was created primarily for academic purposes in order to fulfill the criteria for the "Master in International Human Resource Management" (MIHRM) program.

Yours Sincerely,

Signature: …….

Name: **Zahra Hussein Ali**

ID: 1520201

ACKNOWLEDGEMENT

It gives me immense pleasure to express my Thank you for your pleasant collaboration and support to the many persons who have helped directly or indirectly to the creation of this report.

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As a result, I'd like to thank my father for everything he's done for me. My only older sister for their spiritual guidance throughout my research and academic career.

Executive Summary

The purpose of the study was to determine the factors that influence employee motivation in private banks in Mogadishu. The study was guided by the following research questions What are the extrinsic factors that influence the level of employee motivation in private banks What are the intrinsic factors that influence the level of employee motivation in private banks What impact does employee motivation have on the level of employee performance at private banks in Mogadishu A descriptive research design was adopted, with private banks being the focus organization. The populations for the study were employees of private banks since this is the organization under study. The study population comprised a total of 200 employees from various functions. Stratified random sampling technique was used to draw a sample size of 100 respondents. The data collection instrument was a structured questionnaire developed by the researcher, specifically for this study. A set of descriptive statistics including bar graphs and frequency tables were used to present the results of the study. Correlations among the variables were calculated using Statistical Package for Social Scientists (SPSS) version 21. The key findings of the study were that the extrinsic factors affect the achievement aspects of employee motivation and the affiliation motivation as well as the competence motivation. These extrinsic factors include, work condition, pay, fringe benefits and the work environment among others. Furthermore, the extrinsic factors are fundamental in influencing the employee to strive at achieving the set goals by efficiently performing the necessary tasks. The study also identified several intrinsic factors that influence employee motivation. These included employee achievements, recognition, work itself, responsibility and advancement, salary structure, the level to which the employees feel appreciated, and the employee perception of their jobs among other factors. The study also found that motivation of employee's impacts on the employee performance in the organization which performs a psychological function as well as an instrumental function for the organization. The study also found that motivated workers have the potential to establish a positive work environment which further inspires the level employee commitment to the organization and ultimately enhances productivity. The major conclusions are that employee motivation is a highly sensitive concept which is affected by a multiplicity of factors. Some of these factors are extrinsic in that they emerge from within the organization and are an external imposition on the employee.

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CHAPTER1: INTRODUCTION

1.1. Background of the study

Managers must exactly encourage the employees if a private company is to achieve the desired results. Moreover, that everybody agrees that motivation is an individual concept portrayed as deliberate and complex, and the goal Predicting behavior is one of the goals of motivational theories. Maslow and Herzberg are credited with being among the first scholars to address this issue, and their theories continue to be used today. Because they define the concept of motivation, these theories are helpful in differentiating motivation (intrinsic and extrinsic) (Anjali, et.al.2010).

Most firms have employed performance management measures to improve their efficiency. Some businesses have begun to do so. allow their employees to participate in these initiatives, some have not. Even within companies that have allowed employee participation, the level and types of participation vary from one to the next. According to Inceogluet.al. (2012), workplace boredom and irritation are frequently the result of employees' lack of participation with the business mission and a They have the impression that their thoughts are not valued or listened to Employees left for more interesting possibilities, increasing a company's turnover rate. Client service and quality suffer as a result, both of which are critical success factors in today's competitive environment. As a result, this research is needed and provide evidence based information in order to determine how employees have been motivated in performance management inspired to performance of organizations. The quality of an organization's Both skilled and unskilled workers are available in human resources, is a fact that determines its success. This is potentially the organization's most intangible and thus most important component. Without personnel, none of these items, including machinery and funding, can generate revenue. As according research, in increasingly competitive markets, talent management is becoming increasingly important (Mondy, 2008). As a result, having a workforce that is driven to achieve high levels of productivity and performance is essential for success. Regardless of the industry in which a company operates, the concept of self - efficacy cannot be dismissed. Because accounting system is a service sector characterized by coordinated interactions with clients, employee inspiration can have an immediate telling influence on the

client, delighting or dissatisfying the customer, resulting in terms of customer retention and profit. It is an organizational driving force that has a direct impact on output. Employee retention and satisfaction productivity are inextricably linked to short-term workforce management challenges, which are fuelled by business activities of re-engineering and restructuring, loyalty concerns, and competitive struggle for key positions individuals (Mondy,2008).

As a result, management's involvement in all of this is critical. This is due to the fact that In terms of leadership motivation and direction, management plays a significant and distinct role. This position has the potential to be a powerful catalyst for bringing to light and converting each worker's unique skills into performance. Top management will be able to trigger their workers' latent abilities through a variety of organizational techniques that are critical to the production and success of the organization. One of these tactics used by managers is motivation, which can be both external and internal to employees.

Employees value motivators even though they meet their needs and reward you for your efforts. Identifying and responding to needs is the most basic way for any company to gain employee loyalty. The organizational effectiveness of a well-motivated workforce can be demonstrated in an employee's performance, allowing employees to focus on the development of their job in terms of conduct, knowledge and skills, ethics, and other areas. Employees have been shown to be extra inspired when they are energized, which can result in them getting the job they want (Bassett and colleagues, 2005). With the ultimate goal of recruiting and retaining clients, a well-motivated team will deliver successfully to meet or exceed customer expectations. Retaining customers, customer retention (profitability). However, in most organizations, this is not the case. It's debatable whether any worker would point to higher compensation or an elevate in salary as it would enable them to compensate one‘s energy bills, school fees, buy clothes, automobiles, and land, among other things (Boachie-Mensah& Doge, 2011). Because wages in Ghana are commonly lesser, some employers assume that by raising wages, everything will fall (Dartey-Baah & Amoako, 2011). Unsatisfied needs, according to Abraham Maslow (1954), the creator of motivation, "act as a motivation for individuals or groups of people." "He defined five criteria in a hierarchy of requirements: physiological needs, safety need social need, esteem need, and self-actualization “And when a criterion has been met."

1.2. The study's scope

The scope of the focus of this research is on the factors that influence employee motivation in the workplace. Some commercial private banks in Mogadishu-Somalia.

1.3. Goals of the Study

- Discovering the known factors that impact employee motivation in private commercial banks.
- To concentrate on improving employee motivation in Mogadishu's private sector.

1.4. Objectives specific

- To determine how employee fairness affects employee motivation in private firms.
- To analyze the purpose of this study was to see how positive support affected employee motivation in Somali private banks in Mogadishu.
- To evaluate of this study was to see how performance-based pay affects employee motivation in Somali bank private companies.
- The goal of this study was to see how effective discipline and punishment affected staff motivation at a Somali bank. Organizations that are privately owned.

1.5. METHODOLOGY

The four types of data that can be classified based on how they were obtained are observational, experimental, simulation, and derived data.

1.6. Primary data

- Letters,
- Surveys and censuses,
- Interviews.

1.7. Secondary information

- Articles in journals that comment on or analyse research.
- Textbooks.
- Interpretive and analytic books
- Political analysis.
- Biographies.

1.8. Data from Observation

Employee performance is visible in with a well-motivated workforce; organizations can achieve organizational performance by assisting employees in advancing their behavior, skills and

knowledge, ethics, and effectiveness. Employees that are driven are more productive, which increases their chances of landing the job they want (Bassett, et.al. 2005). With the ultimate goal of recruiting and retaining clients, a well-motivated team will successfully meet or exceed customer expectations and retaining customers.

Developing using a transformation such as an arithmetic formula or aggregate, accessible data, possibly from numerous separate sources, is transformed into new data. To create population density statistics, combine area and population data from the Twin Cities metro area, for example. While it is usually feasible to replace this type of data if it is lost, doing so can take time (and occasionally money).

Information obtained from first accounts or hand research is known to as primary data. For example, newspapers and debates. Second data, on the other side, is data collected by someone else before. For example, you may utilize the internet to search for information, read newspaper articles, or read company reports.

- Data collection methods: The collection of high-quality evidence that strives to address all of the questions posed is an intrinsic requirement of data gathering. Data collecting can provide excellent information to businesses and management, which is necessary for making educated decisions.

1.9. Replicated Data

Replication data is produced by predicting the process of a genuine process or system over time using digital devices such as computer functional prototypes. Forecasting climate, monetary systems, redox reactions, or seismicity, etc. This model can predict what might occur if such conditions have been met. The data generated by simulation is frequently as important as, if not more important than, the test model used.

Information that has been derived or compiled Data should be collected to improve the quality of information so that inferences and intelligent judgments about what is considered factual may be made. Data can be collected using the methods indicated below. Interviews Surveys and questionnaires yielded observations. Records and documents Oral histories and focus groups the population as a collection of objects with one or more qualities in common. The number of elements in a population determines its size. A total of 200 people from various departments were involved in the research. The term "sample" refers to a portion of a population. Sampling

refers to the process of selecting a sample. The sample size is determined by how many elements are included in the sample. The sample size of a survey or experiment is defined as the number of individual samples tested or observations made; for example, my sample group is 100.

1.10. The Study's Limitations and Delimitations

The results of this study may not be indicative of all county administrations in the country because it was limited to Mogadishu. The use of proper sample procedures and instrumentation, on the other hand, was able to overcome this constraint. Some participants were also hesitant to reveal information on sensitive topics such as employee academic credentials. However, the difficulty has been resolved by guaranteeing them that the survey was mainly for academic reasons and that the data supplied would be kept strictly confidential.

1.11. The importance of the study

Future policymakers will be able to use the information obtained to hold motivation program for employees of the company such as seminars or programs enhancing for their knowledge and skill.

It will aid them in assessing how much employee motivation should be allowed in performance management at their companies. This will help workers in boosting performance management measures. To succeed in the market, a company must beat its counterparts in terms of bringing better services to its consumers. The firm will not prosper unless its personnel are highly motivated and can assist it in achieving its aims and objectives. Organizations in the private sector are learning more about motivation and how it affects performance. The data acquired will aid policymakers in implementing employee motivation initiatives in their respective firms in the future.

It will assist them in determining how much employee motivation should be allowed in performance management in their firms. It will also assist Somalia in determining whether to boost or lower employee motivation in their performance management initiatives. In order to succeed in the market, a company must surpass its competition in terms of offering better customer service. Without highly motivated personnel can promote in achieving firm’s goals and missions, the company will not be able to function. Private companies that have a better grasp of enthusiasm and its effect on productivity will develop tangible methods to sustain their workers

joyful at work and retain them. If customers receive high and quality service, they will remain loyal to county office workers. This will assist management as well, as it will improve its image and efficiency. The findings of the study should also encourage authorities to take into account the issues that have great impact on traits in managing traits and its influence on employee perceptions of performance of the firm. Finally, the study's findings will illuminate the factors that influence employee happiness or dissatisfaction. It will act as a guide for determining what inspires and raises staff morale, as well as the managerial behaviors necessary to obtain the best results.

Chapter 2: Literature Review

1.12. Introduction

"HRM is the art of leading individuals to give their utmost to an organization in order for it to achieve its objectives." HRM is the function of handling the functions of using enhanced ideas such as recompensing, and wisely using human resources, which leads to the making and promotion of human and relations that may form the long-term strategies and activities of human labour and this contributes adds value to the company. (Due to them) to the structure, individual, and social goals. According to Pulapa Subba Rao. Moral concerns are raised by the dreadful human resource management plan: What does it mean for the United States as a human being to be treated as a resource? Surprisingly, the field of ethics and human resource management is still underdeveloped. Current HRM systems do not prioritize moral considerations as a fundamental justification.

1.13. **Employee Motivation Definition**:

According to Behnaz, employee motivation is described as a psychological handle that really can motivate as well as reinforce a oneself, whether it is to accomplish the biggest record within the target sales or to work well as a group (2013). Motivation is also a trait of a person's conduct that drives them to attain their objectives and so boost productivity (U.S, 2013). When a company or management reacts to an employee's needs and expectations, it motivates them to work toward the organization's common goals and objectives, whether in groups or individually (Haque et al, 2014). As a result, no one can agree on what motivates employees in the first place. Is motivation a mental process, a personality feature, or a personal characteristic?

1.14. Employee Motivation Concept:

As according to Hodgetts and Hegar (2008), the term motivation is a mechanism that a person to perform in order to achieve a given objective in desirous situation Armstrong (2006) defines motivation as the factors that influence people's desire to do something. engage in specific activities, and argues that if you encourage others, they will follow you They'll stick to the road you've laid out for them in order to attain your objectives. People are more likely to if the goals established to satisfy certain circumstances are met, repeat certain actions achieved, he claims.

As a result, firms must determine what motivates individual employees to perform key activities by identifying their needs/drives. People who are driven to reach the goals that have been set for them are more likely to succeed at work, which can even boost their drive (MTD Training, 2011). Employees at a firm are involved in nearly every element of the company, according to Stratheford (2012), hence efficient motivation mechanisms must be implemented in place to encourage staff to work as quickly as they possibly can Employee motivation and performance are linked, according to Bruce (2003), since Employee energy and enthusiasm are reflected in the quality of their job. A highly motivated individual, according to Kroth, will not always be productive in proportion to his or her internal motivation (2007). This is due to the fact that other factors, such as resources and a pleasant work environment, can influence motivation. As a result, managers must pay attention to both intrinsic and extrinsic motivating elements that affect employees, as both are required for a healthy work environment. Work environment to be created. MTD Training (2011) discovered that in order to be successful, companies must first understand and motivate their employees. Employees will perform the bare minimum to avoid getting fired, according to Armstrong (2006), if firms do not encourage them to accomplish their best. Employees have diverse personalities, according to Stratford (2012), and hence require varied motivational aspects. People differ in terms of ability, intelligence, attitudes, temperament, and the impact of their surroundings, therefore their motivational needs and desires will vary (Armstrong 2006). In order to give incentives that meet these aims, companies must examine what the people they wish to promote believe is essential to them. A thorough strategy for motivating employees.

1.15. Motivational Approaches

Armstrong (2008) identified three methods for motivating employees: valuing persons, providing monetary benefits, and providing non-monetary rewards. He went on to say that people need to feel valued, and that directors may achieve this by appearing to believe in them, treating them fairly, and rewarding them financially and non-financially to show that they are valued. Budgetary rewards come in the form of installments or other forms of recompense. He goes on to say that while researchers who have become accustomed to a given wage may not be driven by it, they will be unsatisfied if it falls short of meeting physiological, security, and self-esteem demands. Despite this, he persists. claims that pay is a major factor in both employer decisions

and the retention of representatives in specific businesses. Non-monetary incentives include recognition, accomplishment, advancement potential, obligation, and independence. Armstrong (2008) believes that recognition is essential.

1.16. Extrinsic Motivating Factors

Extrinsic motivation, on the other hand, pertains to monetary pay, fringe benefits, the workplace, working conditions, and job security. Art cannot, in some ways, satisfy outer cognitive processes. To put it another way, pleasure is derived from a byproduct of labour, such as money. According to, both the impacts of work and its contributing components are equally crucial for reaching the desired objectives (Kalimullah et al, 2010). As a result, labor is viewed as a vehicle to engage in other cognitive activities.

1.17. Salary and monetary compensation

Money is the most basic affectation; neither any bonus nor motivating method comes even close its persuasive power. It has an unrivalled ability to attract, retain, and motivate people to perform at higher levels. Currency is the most essential motivator for mechanical laborers to pursue improved efficiency, according to Frederick Taylor and his logical management partner (Abadi, etal., 2011). Compensation influences the representative's motivation, which has a direct impact on the representative's execution, according to the investigation (Kalimullah, et al., 2010). Bonuses are best practices that effect person or group actions in order to increase the effectiveness of a company. Pay, promotions, rewards, and other sorts of incentives are used by all firms to promote and strengthen high-level employees, representative presentations. Managers must evaluate salary arrangements.

1.18. Management

The majority of leadership entails persuading in doing what is right. To comprehend, all you need is for others to believe in you and follow you. They should be motivated whether they want to respect you and do things for you and the company. Executives and supporters, according to ideas, encourage and motivate one another to higher levels of ethical quality. At its core, inspiration is a form of authority behavior. It is motivated by a desire to do what is best for both people and the business. In management, leadership and motivation are active processes (Rukhman, 2010).

1.19. Enhancement of the Working Environment

Job expansion could be a restructuring strategy that gives employees more flexibility with how they accomplish duties even while broadening their responsibilities. Companies and organizations that use job enrichment rather than job specialization may experience higher motivation, lower turnover, increased productivity, and lower absenteeism. This could be related to the fact that employees who have authority and responsibility for their work are more likely to be productive. jobs are more productive, perform better overall, reduce redundant tasks, and use shortcuts. However, some evidence suggests that work augmentation may contribute to employee dissatisfaction. This could be because employees with They may expect a greater income or other kinds of remuneration if they have more autonomy and responsibility, and if that expectation is not met, they may leave. Another aspect to consider is that job advancement will not benefit all employees. Not every salesman wants to be in charge of their work, and if they do, the improved outcomes may disappoint them. (2008, Whittaker).

1.20. Working Conditions

The quality of the working environment, both in terms of its physical qualities and the amount to which it provides meaningful employment, has an impact on employee motivation. A good physical workplace is linked to employee motivation, although not as strongly as inspiration and administrative behavior (Yazdani et al 2011). The work environment is significant because it has

an impact on employee motivation. Workers care about building a nice physical work environment that will keep them motivated in the future

Elements in the working environment, according to Arnold and Feldman (1996). Because employees' jobs need physical and mental serenity, poor working circumstances will result in poor performance (Irons and Buskist, 2008). They also discovered that if working situations are at either extreme, i.e., excessively beneficial or unusual, most representatives will perceive this as allowing or dismissing it. Employees may also use poor working circumstances as a pretext to take action against management if they perceive their efforts or job are not valued or recognized (Whittaker, 2008).

1.21. PROPER MANAGEMENT RELATIONSHIP

A strong administrative relationship helps to motivate employees. Offering assistance with work-related issues, being aware of representative issues, communicating effectively, and providing regular feedback on execution so that workers are always aware of their position are all behaviors exhibited by those who act to maintain positive relationships with their representatives. Representatives must feel respected and important because they have a say in decisions that affect them. They need to be educated and integrated into the labor force. Employees are motivated when they are recognized and respected for their work, which is usually a Feedback is a simple way to build a condition (Tella, 2007). Employee motivation is influenced by both supervisors and employees' shared responsibility for "good management."

Those responsible in the company's operations. Management requires information regarding representative motivation in order to make informed judgments, both in terms of anticipating and understanding employee behaviour problem.

1.22. Promotional Opportunities

Employee motivation is greatly influenced by promotional opportunities. Employees frequently desire advancement because it entails changes in work content, salary, responsibility, autonomy, and status, among other things. Even if the private sector provides more opportunities for advancement, during his or her career, the ordinary representative in a typical government organization might anticipate to influence two or three advancements. It's no surprise that

workers consider progress to be the pinnacle of their jobs, and that they are ecstatic when they achieve it (Turkyilmaz et al, 2011).

1.23. Work Group

Individual workers can be inspired by the work that has been collected. This is mostly accomplished through allowing people to interact with one another. It is well knowledge that for many employees, work serves as a substitute for social interaction. When individuals have comparable demeanors and values, because there is less grinding on a daily basis, the work group provides a more grounded source of inspiration. Co-workers who share comparable mental states and ideals can help bolster a person's self-esteem (Oluseyi and Ayo, 2009).

1.24. Job-Related Characteristics

When workers evaluate various aspects of their work, such as supervision, growth prospects, salary, and colleagues, the nature of work itself becomes a prominent figure of work worker inspiration, according to decades of research in numerous organizations and professions. The level of inspiration increases when a worker's work is regarded as critical. Representatives can use their talents, experience, and insights to deal with the complexities of their jobs by taking on work challenges.

When occupational problems are identified, there is a negative association between insights and inspiration because most jobs are neither demanding nor intriguing, therefore if the job lacks the seen component of fascinated, there is a negative relationship between insights and inspiration.

1.25. Colleagues

A workmate is somebody who works for the same company/organization as you and is in a rank or position similar to you. Members are expected to get along, and coworkers are an important part of the workplace (Iqbal, 2010). Individuals seek out inviting, warm, and cooperative relationships others are valued not only for the immediate benefits they bring, but also for the long-term benefits they provide, such as social support. According to Bagraim, Cunningham, Potgieter, and Viedge, representatives should be truthful and socially strong of one another (2007).

1.26. Intrinsic Factors that Influence Employee Motivation

In order to meet natural demands, a person's the drive to do well at work is fueled. In other words, a person runs an errand in order to achieve certain internal moods, which he or she experiences as innate inspiration tied to mental rewards like job accomplishment. The most compelling motivations to engage in physical activity are not food, money, acclaim, or other external rewards. Work itself may be able to satisfy intrinsic motivations. To put it another way, the job is the most motivating factor because it provides a sense of purpose, excitement, challenges, and opportunities for personal growth and accomplishment.

1.27. Skill Diversification

The extent to which a certain task necessitates a diverse set of worker skills in order to be accomplished (Jackson, 2011). When a worker on an assembly line, for example, does the same two errands twice, he or she has a lower ability determination. The greater an employee's level of competence, the more important the work. Working in a workplace environment with large skill differences, according to Döckel, Basson, and Coetzee, is one way for representatives to develop a sense of competency (2006).An identity and connection to the organization is associated with a diverse set of skills. On the other hand, Mathis and Jackson (2011) warn that ability variety should not be confused with multitasking. The simultaneous use of computers, phones, other electronic devices, and personal organizers is known as multitasking.

1.28. TRUST

TRUST is described as the ability to detect others' intentions as well as their behavior decisions interaction and communication, behavior, and one's own preferences. If a company wants to expand and find success, faith is critical, and it must be protected at all times in order to maintain the company's presence and increase employee motivation. It has intrapersonal and interpersonal consequences, as well as a negative impact on relationships both inside and beyond the company (Annamalai, Abdullah and Alasidiyeen, 2010).

1.29. Fair Treatment

According to Kalpana (2013), when considering fair treatment, Individuals evaluate their contribution (input) to the subsequent economic or social reward (output), then compare their ratio to that of like persons. According to the value theory, receiving too much (overcompensation) or too little (undercompensation) is unreasonable. People should aim to eliminate inequity by altering their input (for example, working fewer hours) or output (for example, creating fewer items) (e.g. stealing from the company). The value hypothesis makes no specific predictions about how individuals will react to a given situation. Discrepancy, which is the most significant disadvantage for organizational behavior analysts. This restriction of value theory aided the transition of organizational equity research from unambiguous quality to procedural equity (Kalpana, 2013).

1.30. Total Life Space:

Human resource managers may be unfamiliar with the concept of "whole life space," and now days it is more essential as the figure number of workers increases. Representatives must be capable to implement to changes in work and domestic requests. To do so, they'll need their bosses to plan for a reasonable amount of work that doesn't interfere in their private life (Kalimullah et al, 2010).

1.31. Valuable Work

Meaningful work is recognized as a vital component of intrinsic worker inspiration. figure. Workers today must be engrossed in subjective work. Representatives must have a strong sense of purpose in their work. Creating a formula for valuing organizational outcomes is a critical task. Meaningful work is a critical issue that benefits both employees and employers. Representatives may be required to provide a variety of factors to their community and domestic people instead of cash. Feelings of accomplishment and the completion of a few chores are examples of such components. This essential work is considered as a source of earnings for the worker (Pocock, 2006). For such people, the meaningfulness of results, errand uniqueness, and principal contribution cannot be overstated. Those who wish to be successful It's impossible to isolate fair representation motivation from the need for a lot of work. Supervisors must create

meaningful work for their representatives to be persuaded by, and so as a result, legislators will have a positive reaction within the organization. Victories, accomplishments, and prestige are all important aspects of the workplace. Yaseen, Yaseen (2013) People were trained because it enables them to progress more quickly by expanding and improving their understanding and skills (Kabir, 2011). Untrained representatives are less enthusiastic about their jobs than trained representatives (Abdullah and Djebavni, 2011). These training programs allow employees to significantly grow, which improves their competencies (Hunjra et al., 2010). Enrolling in such training programs can help employees gain confidence, move up the career ladder, and maintain a positive attitude toward their organisational (Kabir, 2011). These management and training programs are intended to improve the competencies of employees as well as organizational capabilities (Hunjra, Chani, Aslam, Azam and Rehman, 2010).

1.32. Accountability

He argues that (2011), control sharing and extended responsibility can improve inspiration and work fulfilment through representative cooperation. Employee support can help people make crucial administrative decisions that affect other employees, leading in increased job satisfaction and productivity execution. Inherent job components such as worker commitment and ability improvement, according to Herzberg's two-factor hypothesis, may boost work fulfilment. Many of the elements such as acknowledgement and interpersonal interactions, are listed in the two-factor performance, are also present in the three-factor presentation. May be linked to extensive work duty, which has implications for people's personalities (Lai, 2011).

1.33. Employee Motivation and Empowerment

Employee empowerment and cooperation entails workers' participation in management and decision-making about the company's strategies, goals, and procedures. Employee persuasion contributes to continual growth and organizational development, which leads to organizational strength. Because staff did not waste time admitting customer complaints to directors, strengthening coordination has resulted in a faster resolution of client issues. Enhanced work self-efficacy leads to increased self-efficacy and drive to start and finish specific tasks. Managers must make representation a priority in their decision-making processes. Employees' inspiration is

strengthened, allowing them to accomplish their work more efficiently and successfully, according to V. Mani (2010). The work qualities of career restoration and worker improvement, when combined, are crucial in generating more employee loyalty and dependability toward the company, as well as a better level of inspiration Individual control and independence can be in the framework of group accountability and system-wide control, it has been systematized. Through participatory decision-making, which is defined as Individual control and independence in the context of group responsibility and system-wide control are systematized using a set of procedures. Employee cooperation and strengthening are linked to higher production, competence, and creativity, as well as enhanced employee happiness, motivation, and trust in the company.

1.34. Importance of the Task

Task importance refers to a worker's belief that the work he or she is doing has a significant impact on the lives of others, whether those people are inside or outside the firm (Lunenburg and Ornstein, 2008). Most people work not only to make a living, but also for the additional benefits that come with it, such as the sense of accomplishment that comes from finishing a worthwhile assignment. Some workplace conditions, according to Frederick Herzberg's two-factor theory, also known as the motivation hygiene theory or intrinsic/extrinsic motivation, lead to job happiness, while others may lead to job dissatisfaction. Individual motivation may change over time, but "respect for myself as an individual" remains one of the most powerful motivators throughout life. According to Herzberg, intrinsic motivators like difficult work, recognition, and obligation provide representative fulfilment, whereas outer cleanliness components like counting status, job security, compensation, and periphery rewards in the event of truancy promote discontent (Bassett Lloyd, 2005). If mangers wishes to improve job satisfaction of employees, it should concentrate on the nature of the work and the opportunities for advancement. Enhanced capacity, taking personal responsibility, as well as gaining social standing If management wants to reduce staff turnover, they should focus on the work environment, policies, processes, supervision, and working conditions. Managers must pay close attention both to sets of job characteristics in order to maintain a happy and productive workforce. Dartey-BaahandAmoako (2011) defines hygiene components as those that meet Maslow's hierarchy of needs' physiological, safety, and love needs.

Investigating the Evidence Positive reinforcement, according to Catania (2001), is a motivational method that uses rewards and incentives rather than deprivation to elicit and solidify new behaviors. In the workplace, this strategy can be implemented by providing fringe benefits, opportunities for advancement, and the expectation of being compensated. There are two types of rewards, according to Gohari, Amado, Boroujeni, and Hosseinipour (2013): intrinsic and extrinsic. Extrinsic rewards include money, promotions, office freedom, and job security, whereas intrinsic rewards include praise and appreciation. Both types of incentives are linked to the success of a company's employees.

While these incentives can be quite motivating, they should be handled with considerable discretion. When applied correctly, positive reinforcement can be incredibly effective. According to a behavioral guidelines checklist issued by Utah State University, positive reinforcement is most effective when it occurs soon after the behavior (Deckers, 2010). The shorter the temporal period between two events, the greater the link between a behavior and the display of positive reinforcement. If there is a substantial length of time between the behavior and the reinforcement, the relationship between the behavior and the reinforcement decreases (Jabeen, 2011). It's also more likely that a mediating activity may be mistakenly reinforced. The timing of the presentation, as well as the sort of reinforcement provided, might influence the strength of the reaction.

1.35. Employee Motivation and Fair Treatment of Employees

Social scientists frequently use the terms justice and fairness interchangeably (Hassan,2009).

Fairness is also essential in the administration of government entities (Battaglio& Condrey, 2009). Despite the fact that fairness is critical for effective human resource management, Hassan (2009) notes that little research has been done on the role of fairness in fostering positive and preventing bad employee outcomes in government companies. The principle of workplace equity underpins the majority of industrial activity. Employee selection, assessment, progression, and termination methods in government agencies are practically unchanged. Even so, little is known about the function of fairness in government institutions, if any, in fostering beneficial outcomes and preventing undesirable repercussions. Fair treatment can help professional employees feel less compelled to leave their current firm. Employee perceptions of workplace fairness are

regularly used to define organizational justice (Colquitt, Greenberg&Zapata-Phelan2005). Distributive and procedural justice are the two fundamental components of organizational justice. Procedural justice is concerned with the fairness of formal policies and processes used in making allocation decisions, whereas distributive justice is concerned with the fairness of formal policies and procedures used in making allocation decisions (Adams 1965; Homans 1961). (Adams 1965; Homans 1961). (Leventhal,1980;Lind&Tyler,1988). In public institutions, justice serves a prescriptive function by granting legitimacy to government choices (Rubin, 2009). Effective management of government employees also necessitates the application of justice. It is a guiding principle for cooperative social activities in the workplace (Hassan,2009). Individuals care a great deal about how they are treated at work, and their judgments of organizational fairness can have a big impact on the nature of their relationship with and attitudes toward their bosses (Folger &Cropanzano, 1998). Perceptions of organizational justice have been found to be important predictors of work satisfaction, organizational commitment, turnover intention, job performance, and organizational citizenship actions in previous studies (Colquittetal .,2001 ;Cohen-Charash&Spector,2001). Organizational justice has received little attention in the realm of public administration study, despite its importance. Furthermore, while the greater community of organizational scholars has done a lot of work on organizational justice, only a small percentage of it has been done in government institutions (Alexander & Ruderman, 1987). Additionally, Kurland and Egan (1999) observed that employee satisfaction with their bosses is linked to evaluations of procedural and distributive justice in municipal government. These figures reveal that employees at all levels of government respect fairness, but they don't explain why.

1.36. Employee Motivation and Reward based on performance

In a performance-based pay (PBP) program, employee performance is tied to salary. It's a compensation structure in which a person's income increase is determined fully or mostly by his or her performance evaluation or merit rating (Swabe, 1989). Armstrong claims that (2005),it is "the process of providing a monetary incentive to an individual that is directly related to individual, group, or organizational performance." Performance-based pay (PBP) is not restricted to monetary rewards, according to Schuler (1998); non-monetary benefits such as recognition can also be considered compensation for performance. PBP is motivated by a goal to increase

performance in order to obtain a competitive edge and equity (MIlkovic&Newman 1996). Managers might employ PBP for a variety of reasons, according to Beard and Holden (1995). These include assisting with hiring, promoting general organizational culture change, reducing trade union influence, bolstering the line manager's position, improved financial management and Value for money, the ability to reward and recognize performance, and the ability to create flexibility are all important factors. Merit pay and incentive pay are the two types of PBP. Merit pay relates remuneration to management's assessment of an individual employee's performance, the increment earned (PBP), and the sum becomes the employee's new basic pay, according to Schuler. In contrast, performance measures such as return on investment, number of items produced or sold, earnings, or share are used to establish incentive compensation. While there is only one sort of merit pay, there are a variety of incentive pay plans to choose from available. Individual bonus schemes, collective bonus schemes, and profit-based collective bonus schemes are the three types of incentive pay systems outlined by Beardwell and Holden (1995). When the goals were clear, the compensation was adequate, and there was a lot of assistance before it paid plans, PBP had positive results in trials (Perry et al., 2009). However, expectation theory's inherent premise did not materialize in many cases. Several studies have found no correlation between performance and pay (Daley, 1987)

Those certain researchers noted a In pay-for-performance systems, there is a lack of financial motive.as well as employee dissatisfaction with the potentially polarizing adverse reactions of merit pay (Dowling & Richardson, 1997). (Marsden, 2004) Compensation is viewed by employees as a form of remuneration for the services provided It is viewed by them as a representation of their personal worth in terms of talents, abilities, education, and training Managers, on the other hand, are in charge of decision-making. Consider compensation to be a significant cost as well using compensation-based incentive strategies, as a potential influence on employee attitudes and behaviors The potential to affect workers' work attitudes and behavior, and hence the organization's productivity and effectiveness, is another reason why many individuals believe compensation decisions can be leveraged to obtain a competitive edge (Milkovich, 1998).

Performance-related pay (PRP) tasks attract more capable candidates and motivate employees (1999, Booth & Frank). Employees in Africa, in particular, have always been compensated based on their entry qualifications as well as their job analysis and evaluations perceived value

1.37. Employee Motivation and Effective Discipline and Punishment

The process by which supervisory personnel address behavioral flaws and strictly adhere to established organizational regulations is referred to as workplace discipline. The goal of discipline is to instill correct behavior (Hall, 2013). It is not meant as a rebuke to Orem's upper management or any of its employees. Taking a positive approach to a problem can often result in its resolution without the need for discipline. Management may take disciplinary action if the employee's inappropriate behavior continues, or if the employee engages in wrongdoing that cannot be tolerated. In general, disciplinary actions should be limited to issuing warning letters, suspending employees, or terminating them completely 2010 (Schultz& Schultz).

Employees should not be "disciplined" by their employers. rescheduling work, assigning unpleasant tasks, are all examples of misconduct that could result in discipline (Hassan, 2009). Of course, punishment may be imposed for a variety of other offenses. The amount of time and effort put into the investigation is often what determines whether or not a disciplinary case is won or lost. The manager should be gathering facts and proof at this time to confirm what has been said

Eyewitnesses, a private investigator's report, documentary evidence, and interviews with witnesses to the occurrence, as well as, most importantly, interviews with the employee who committed the wrongdoing, could all be included as evidence (Catania, 2001). The employee interview is the most important aspect of the investigation, and it should have a significant impact on management's decision to discipline. A misbehaving employee should be given the opportunity to explain their actions. When it comes to disciplinary action, it is usually after In the interview, management heard the employee's explanation, verified the facts, and gathered evidence. that it is time to act. In a perfect world, After talking with other members of the management team and examining the facts of the case with the HR Department, a decision can be reached (Colquittetal.,2005). The criteria discussed in the section on "just cause," such as the employee's previous record and the seriousness of the incident, are addressed in this section

whether or not the employee was provoked, should also be considered when determining self-control. A worker should not be disciplined "verbally." Employees should be disciplined in writing and after a thorough investigation and interviews.

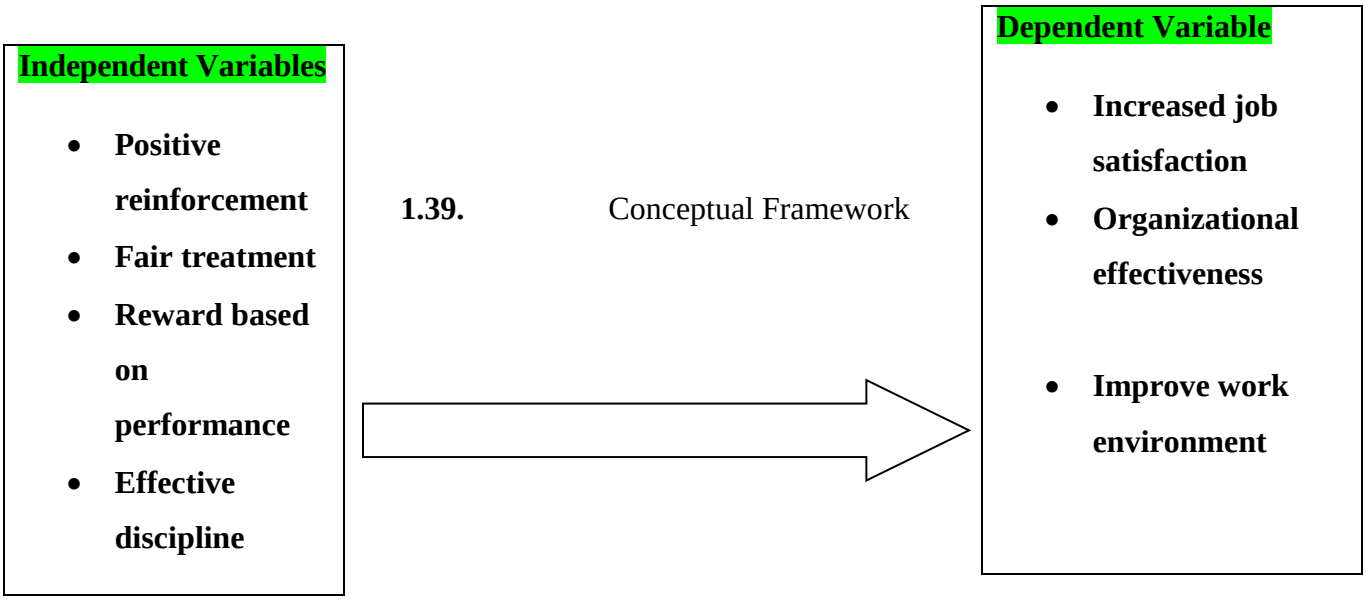
Workplace discipline should be viewed as a tool for dealing with problematic behaviors and poor performance. It should not be viewed solely as a form of employee retaliation. This is something that supervisors and others in positions of authority should be aware of. Discipline, unfortunately, can take a harsh form in some situations. Physical (corporal) punishment, as well as emotional, psychological, or sexual abuse, can all be classified as corporal punishment. Compulsory labor as a strike punishment should not be included in disciplinary actions. Employees facing disciplinary action should have access to the allegations' specifics, as well as the freedom to reply to and/or appeal any disciplinary judgments without fear of retaliation. Employees should not be disciplined by security guards or military personnel the use of the iron should be clearly limited to securing the premises, as well as the employees and products on the premises (Choi, 2011). When disciplinary procedures are used in the workplace, grievance procedures must be in place. Employees should be able to use these to complain to someone other than their employer about unfair treatment.

Employers must ensure that no employee is barred from participating in the grievance procedure. As a result, all grievance communication should be in a language that all employees understand**.**

1.38. Literature Review Gaps

Previous studies have failed to establish a link between employee motivation and productivity. The majority of these studies discovered that higher job morale resulted in increased effort and better work performance (Guajardo, 2011). The majority of these studies were conducted in schools (secondary and higher education) or among factory workers. A high level of performance is achieved by an employee because specific characteristics are offered at work and he has the potential to achieve that performance.

Employees gain internal gratification, and are inspired to work hard in the future as a result. result of their excellent performance (Najafi, Hamidi, Vatankhah, &Purnajaf, 2010).



1.39. Conceptual Framework

Learning, knowledge, and training all contribute to ability, which develops over time. Motivation, on the contrary, is something that can be completed fast improved. An inexperienced manager may be overwhelmed by the number of options available. be at a loss as to where to begin. There are seven motivational strategies in general. In essence, management attempts to bridge the difference between one's actual condition and one's ideal state. Motivation is one approach to bridging the gap. It entails persuading group members to contribute effectively, pledge their allegiance to the group, and carry out the organisation ’s mission effectively. The following outcomes can be predicted if employees are sufficiently motivated: Employees will be happier as a result.

Workers will volunteer for management and contribute their full potential to the company success; staff members will strive to be as efficient as possible by increasing their knowledge and skills in order to contribute to the organisational progress. Staff turnover and absences will be reduced, as will employee-to-employee and employee-to-management friction, resulting in positive workplace human interactions. The number of complaints and grievances will decrease, as will the number of accidents, while the quantity and quality of products will increase. As a

result, there will be less waste and scrap. Improving product quality will benefit the organization's public image**.**

1.40. Operational Terms Definition

Discipline refers to a system of behavioural norms or a method of practice used to encourage correct employee behaviour at work in this study (Hall,2013)

Employee motivation is described as management's deliberate actions to push employees toward a desired goal, purpose, and direction, in this instance performance and behavior, according to this study (Bassett&Lloyd, 2005).

Employee fairness- Employee justice is defined as the ability to make judgments about employees in the workplace that are free of discrimination or dishonesty (Battaglio&Condrey, 2009). According to the findings Performance-based pay (PBP) is a method of compensation that relates employee performance to pay, according to this study. It can also be characterized as a compensation system in which a person's income increase is totally or mostly determined by his or her performance evaluation or merit training (Swabe, 1989).

Positive reinforcement is a motivational system used in this research to elicit and strengthen new behaviours by increasing rather than decreasing rewards and incentives (Catania, 2001).

Punishment- Punishment refers to a monetary penalty imposed on an employee for violating the organization's work standards in this study (Hassan, 2009).

1.41. Summary of the Chapter

This chapter reviewed the relevant literature on organizational employee motivation. Some of the theories that were studied have evolved as a result of this review. As a result, presenting empirical evidence for these theories is critical in this study. More research in this area, using Mogadishu banks as a case study, will determine whether these concepts are applicable to Somalian institutions. The critical research approaches that will be used to carry out this research will be presented in the following chapter.

Chapter 3: Organizational Background

1.42. DAHABSHIIL BANK Background

- **Introduction**

The experience of an African entrepreneur whose business was affected by the Somali civil war is told in Dahabshiil. He rebuilt the company with few resources and a strong network of contacts, and it is today the largest international money transfer business in the Horn of Africa two decades later. Dahabshiil was formed in 1970 by Mr Mohamed Saeed Duale. He started off as a remittance broker, selling imported products from the Gulf States on behalf of migrant workers and remitting the money to their families. They rely heavily on Dahabshiil to pay their employees, contractors, and government and non-governmental organizations (NGOs). The services of Dahabshiil are "the sole safe and efficient alternative for sending funds to projects," according to the United Nations. Clients can use the bank for corporate and international banking as well as personal and private banking. It also functions as a trading center for commodities

They used their money to pay for things like mobile banking, business banking, and investments, among other things. Dahabshill has a considerable presence in rural areas. Dahabshiil not only aids the continent's poorest citizens in surviving, but it also allows others to invest and create jobs, adding to the continent's growth. International organizations have realized that firms like Dahabshiil are a safer and more appealing choice than informal routes, which are not subject to scrutiny on where money comes from and where it goes. The existence of Dahabshiil is seen as critical to maintaining a healthy competitive climate. As a result, we can keep our prices affordable while yet offering exceptional service. Dahabshiil boasts some of the best rates in the region. Dahabshiil has a long tradition of giving back to the areas where it does business. It donates 5% of its profits to charitable and community development projects. It provides funding and support for projects including as contributed millions of dollars to them. Dahabshiil's global network is equipped with sophisticated and comprehensive compliance, anti-money laundering, and counter-terrorism funding processes, assuring full compliance with all applicable requirements. The competent authorities in every jurisdiction in which it works throughout the world have fully licensed, regulated, and overseen its network and partners

The Central Bank of Somaliland has licensed Dahabshil Bank International (DBI) as a fully operational Sharia-compliant bank. The bank was established in 2012 and focuses on East Africa, Western Europe, and North America. To serve our consumers with cost-effective goods and services, our bank employs first-rate after-sales support, Sharia's highest ethical standards, and cutting-edge technology.

1.43. VISSION OF DAHABSHIIL BANK

To be the preferred financial services provider contributing to the economic prosperity of the people of the region and beyond.

1.44. MIISSION OF DAHABSHIIL BANK

To be the preferred financial services provider contributing to the economic prosperity of the people of the region and beyond

1.45. THE IMPORTANCE OF MONEY TRANSFER SERVICE

Remittances have a significant role in both humanitarian and development crises, according to many international organizations. Money transfer services are regularly mentioned by organizations such as the United Nations, the World Bank, Oxfam, and others. Millions of people rely on them, particularly those who live in rural areas where other financial institutions, such as banks, are unavailable. Dahabshiil has a sizable rural following. Dahabshiil not only helps Africa's poorest people survive, but it also allows others to invest and generate jobs, boosting the continent's economic progress. International organizations have also acknowledged that Dahabshiil is a safer and more desired choice than there are no checks on where money comes from or moves through informal means. The existence of Dahabshiil is seen as critical to maintaining a healthy competitive climate. As a result, we are able to maintain our pricing cheap while yet providing excellent service. Dahabshiil has some of the most reasonable rates in the area.

1.46. Community involvement

Dahabshiil has a long tradition of giving back to the areas where it does business. It donates 5% of its profits to charitable and community development projects. It has provided millions of dollars to initiatives like as hospitals, schools, and community centers, and it funds and maintains them.

1.47. Conformity

Dahabshiil's global network is equipped with sophisticated and reliable compliance, anti-money laundering, and counter-terrorism funding procedures, assuring full compliance with all applicable requirements. The competent authorities in every jurisdiction in which it works throughout the world have fully licensed, regulated, and overseen its network and partners. They created the following accounts:

- Personal banking
- Corporate banking
- Diaspora banking
- Dahabo account for women
- Other services

1.48. Personal account

Whether you are a salary working person or a small business owner, our Personal Current Account is an excellent way to keep your money safe while making it easy to send and receive funds. The account also allows you to manage your transactions whenever and wherever you want via our network of branches, agents, and electronic channels.

- **Joint Account**

This account is intended for individuals who have strong family, business, and personal relationships. It is also intended for individuals who conduct a limited number of business transactions using their common names and responsibilities.

- Dahabo Banking for Ladies was created specifically to meet the needs of DBI's female clients. Dahabo is a Somali name that means "Gold," and it reflects the value we place on our female clients.

- Our female clients at Dahabo will receive tailor-made financial solutions to add real value to their lifestyle, family, and business.

1.49. Account Types

- Dahabo Savings Account.
- Dahabo Current Account.
- Dahabo Islamic Investment.
- Dahabo Islamic Fixed Deposit.

1.50. INTERNATIONAL BANK OF SOMALIA (IBS)

IBS Bank, headquartered in Mogadishu, Somalia's capital, is the country's premier worldwide commercial and investment bank. IBS was established in July 2013 and is governed by the Somali Central Bank (CBS).

We are Somalia's foremost international investment and commercial bank, with a Shari'ah-compliant product and service portfolio. IBS Bank offers a complete range of financial services to its customers, including retail, private, corporate, and investment banking.

IBS has followed international standards in all of its product offerings from its creation in order to bring the Somali banking system into line with the international banking system. To be a leading, innovative, and regional Islamic financial institution that follows the highest sharia principles and international banking standards while also transforming people's lives in East Africa. To make a good difference in people's lives by delivering Shariah-compliant financial services in a creative, efficient, and trustworthy manner. The bank provides a full range of Shariah-compliant banking services. Retail banking, corporate banking, trade finance, currency exchange, mortgages, microfinance, insurance, investment finance, and a variety of financing (loan) products are all accessible. Branches, ATMs, online banking, and SWIFT are all examples

of distribution channels. IBS provides personal banking services to its customers. Commercial banking, wholesale banking, investment banking, and Takaful are all types of financial services. Trade finance, mortgages, deposits, overdrafts, and project capital are all available. In addition, the bank will offer internet banking and a mobile banking app. The following are our guiding principles:

Conservatism and international best practices the bank adheres to rigorous conservative banking principles and international best banking practices

1.51. Operating within the constraints of the law

In addition to our own conservative worldview, the bank diligently observes and conforms to all relevant national and international banking regulatory rules and banking ratios.

The bank is able to retain a strong financial basis thanks to these principles.

The following concepts guide IBS Bank's efforts to "Empower You":

We work together and win together, both within our company and with our customers. Our clients will respect and thank us if we are transparent. It's not about us, it's about our customers, so be humble. Customers We concentrate on giving solutions to our clients. We aim for excellence in everything we do.

The bank provides a full range of Shariah-compliant banking services. Retail banking, corporate banking, trade finance, currency exchange, mortgages, microfinance, insurance, investment finance, and a variety of financing (loan) products are all accessible. Branches, ATMs, online banking, and SWIFT are all examples of distribution channels**.**

1.52. PRODUCTS AND SERVICE

- Corporate banking
- Sme banking
- Retail banking

Our financial products include retail banking, business and corporate banking, mobile and internet banking, ATM banking, SWIFT transfers, international money transfers, and much more.

With headquarters in Mogadishu, Somalia's capital city, the International Bank of Somalia (IBS) is the country's primary regional commercial and investment bank. The bank now has seven (7) locations throughout the city. IBS was established in July 2013 and is governed by the Somali Central Bank (CBS).

Participation in Somalia IBS now provides a comprehensive range of financial services, including retail, private, corporate, and investment banking. IBS is the first Somali bank to offer full banking services to private, public, national, and international customers, as well as the first to start doing so utilizing the Swift Code and IBAN, both of which are internationally recognized. Because it is a member of the International Banking System, the term "International" in its name appropriately reflects its banking position. The bank is able to conduct business with other banks all over the world.

It is planned to intervene in Somalia. IBS Bank Expansion plans to expand the bank's activities geographically by adding new offices in Somalia, as well as increase its product offerings by creating new divisions and experimenting with new financial products. Finance and funding services were given, including trade finance and export/import financing. Murabaha Performance Bonds and Letters of Credit Import Financing, Export Finance, Receivable Financing, and Inventory Financing are all available. Management of Cash Premium Account, Business First Account, and Everyday Business Account are all available. Provide products developed in-house for agriculture, fishing, and livestock. Real estate consulting, Shari'ah consulting, legal and regulatory consulting, and operational consulting A Successful Somalia-Related Business Finance Case is cited. IBS has a strong relationship with government and development agencies

and has used its distribution channels to support the various initiatives undertaken by these organizations in Somalia. IBS promotes the development of the banking and private sectors in Somalia by assisting various government and development agencies with their development programs.

1.53. PREMIER BANK

Premier Bank is a privately owned Sharia-compliant commercial bank based in Somalia that was established in 2013 and received its license from the Somali Central Bank in 2014. We are optimistic about the prospects for a new Somalia. We are all responsible for Somalia's reconstruction. If we work together, we can make a difference. Our efforts to reconstruct Somalia and promote economic and communal development are guided by this ideology (in our own small way).

Due to our wide knowledge of local finance requirements, we are able to satisfy and service the needs of Somalia's dynamic economy by introducing modern banking methods to the country. Our customers in Somalia, which include private and government organizations, corporate and SME firms, and private people, receive complete one-stop financial solutions.

1.54. VISSION OF PREMIER BANK

"TO BE THE BEST ISLAMIC BANK EVER DESIRED BY CUSTOMERS"

1.55. MISSION OF PREMIER BANK

“TRANSFORMATIVE FINANCIAL SOLUTIONS FOR A BETTER SOCIETY”

1.56. CORE VALUES OF PRIMIER BANK

1. **Customer First** – We build relationships. We are professional. We offer excellent service.
2. **Pulling together** – We collaborate. We share information. We trust each other.
3. **Transparency** – We are open. We are honest. We are guided by Shariah principles.

Premier Bank, the first certified MasterCard Affiliate Partner in Somalia and a Visa member, is the fastest growing bank in Somalia, with branches, ATMs, and POS machines throughout the

country, and a large customer base ranging from ordinary customers to retail, SME, corporate, institutional, UN agencies, International NGOs, and foreign missions/embassies. Business trade financing, Letters of Credit, Shipping Guarantees, Bank Guarantees, Import Financing, and Invoice Financing are all available from the bank. The bank's SWIFT offering provides a convenient channel for international money remittance and payments through banks worldwide. Through Premier Bank's SWIFT service, money transfers between banks are secure, quick, and guaranteed. Premier Bank provides competitive foreign exchange rates to both customers and non-customers. The bank deals in the majority of major currencies, including the US dollar, British pound, and euro.

The bank intends to expand to all major towns in Somalia, as well as to expand its network of branches, ATMs, POS, Agent Banking, and services to cover the entire Somali region.

Trade finance and export/import financing services are available. • Retail and corporate accounts, ATM cards, ATMs, and Swift • Foreign Exchange, Payroll Processing • Auto Financing, Land Development Financing • Commercial Trade Financing.

The following strategic goals have been highlighted as crucial to Premier Bank's purpose over the next few years:

Contributing to the development of Somalia by promoting industry and trade, as well as contributing to and servicing the needs of the community/citizens

• **Accelerated Growth** - To achieve viability and a sufficient degree of profitability in order to continue to grow.

• **Service Excellence** - To provide transformative goods and services that exceed our clients' expectations and to maintain our position as the bank of first choice**.**

Professional Management - To establish and cultivate a capable and inventive management team with high ethical and professional standards.

• **Employee Enrichment -** Continual comprehensive training programs are used to establish a knowledgeable and skilled team.

• **Increased Stakeholder Value -** Constantly seek to safeguard and advance the interests of its stakeholders while delivering shareholder value.

1.57. OFF-BALANCE SHEET TRADE FINANCE

- CORPORATE & BUSINESS BANKING:

  Transactions with a high potential for fees. The bank will act as a "Collateral Manager" for various traders and importers in these transactions. Premier Bank will ONLY focus on financing facilitation while adhering to the bank's investment and lending policies and guidelines.

- Financing for Small and Medium Businesses (SMBs)**:**

With the IMF and World Bank reaffirming their commitment to assisting Somalia in rebuilding its economy, Premier Bank now has the opportunity to collaborate with these institutions to finance SME projects in Somalia. This will raise the bank's profile and increase the confidence of other development partners and potential investors.

Institutional banking would be an important market segment under corporate banking, assisting foreign organizations in setting up offices in Somalia and in the rehabilitation process.

Money Transfer Companies those are both registered and accredited. Physical branches, increased relationship management, a comprehensive E-Banking platform, and correspondent banking will be the primary delivery channels for this segment.

Chapter 4: Data Presentation, Analysis and Interpretation

Demographic Data

Gender of the respondents

		Frequency	Percent
Valid	Male	63	64.9
	Female	34	35.1
	Total	97	100.0

4.1.1

Source: Primary Data 2021

Table 4.1.1 shows that most of the respondents 1(63%) were male and 2 (34) were female

The researcher indicates that most of the respondents were male

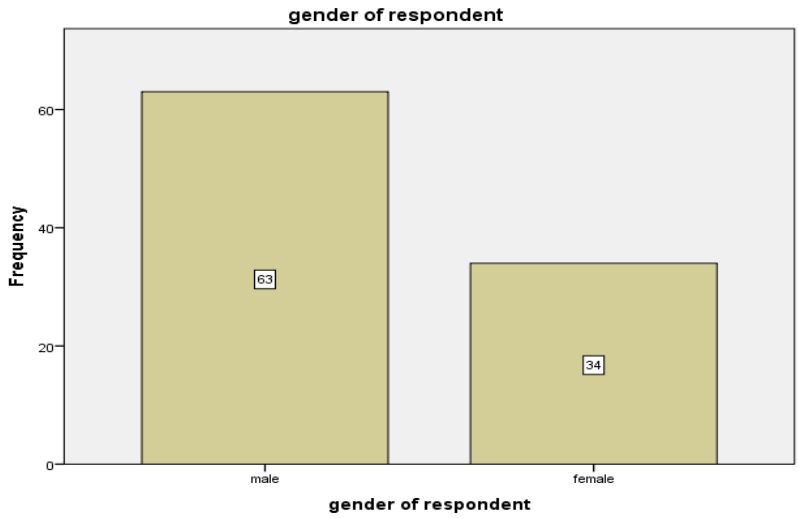


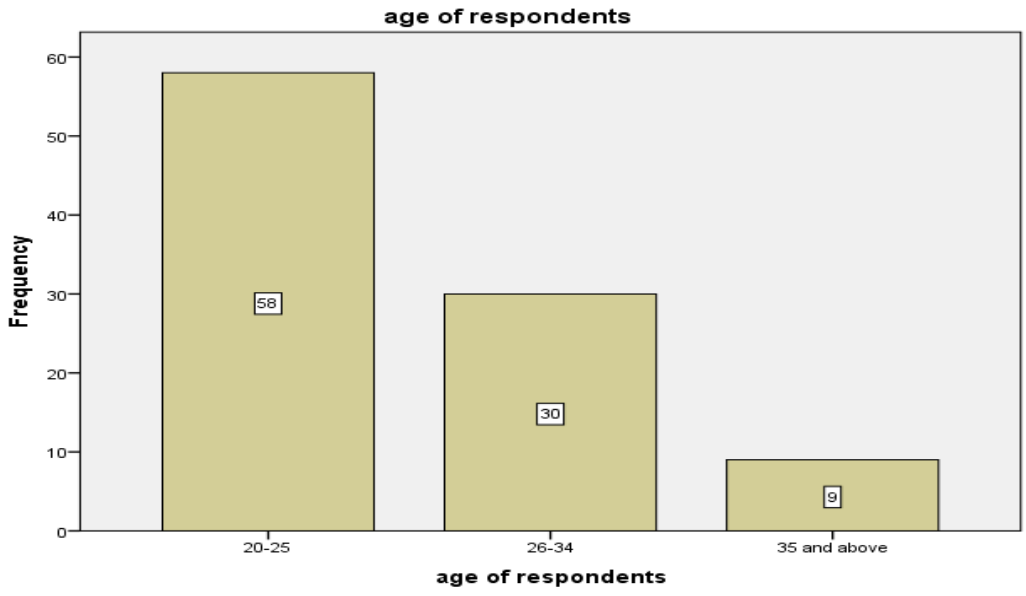
Figure 1 gender of respondents

1.58. Table 4. 1.2 Age of the respondents

		Frequency	Percent
Valid	20-25	58	59.8
	26-34	30	30.9
	35 and above	9	9.3
	Total	97	100.0

According to Table 4.1.2, the majority of respondents 1 (58%) were between the ages of 20 and 25, and 30% were between the ages of 26 and 34.

According to the researcher, the majority of the respondents were between the ages of 20 and 25 and between the ages of 26 and 34.



1.59.

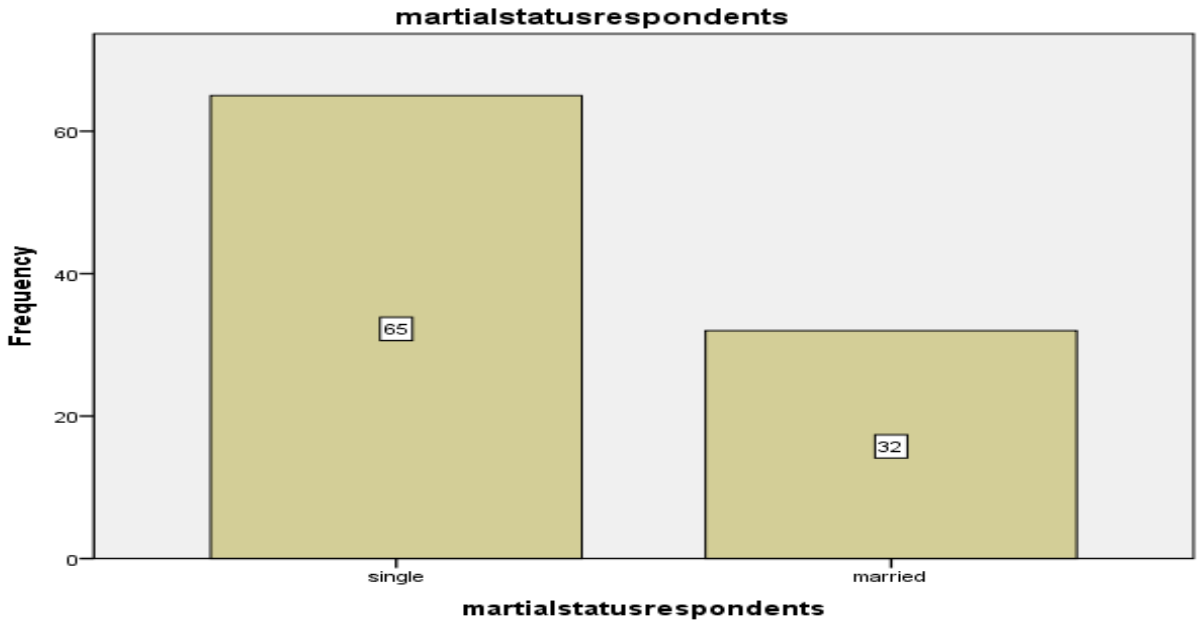
1.60. Figure 4. 1.2 Age of the respondents

1.61. Table 4.1.3 marital status of the respondents

		Frequency	Percent
Valid	single	65	67.0
	married	32	33.0
	Total	97	100.0

According to Table 4.1.3, the majority of respondents 1 (65%) were single. 2 (32% of those polled) were married.

According to the researcher, 65 of the respondents were single and 32 were married.



1.62. Figure 4.1.3 marital status of the respondents

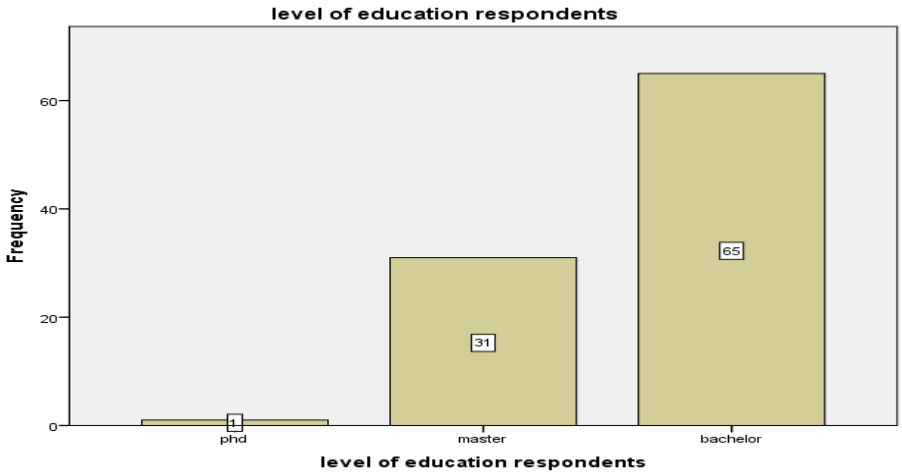
1.63. Table 4.1.4 Level of education of the respondents

		Frequency	Percent
Valid	PhD	1	1.0
	Master	31	32.0
	Bachelor	65	67.0
	Total	97	100.0

According to Table 4.1.4, the majority of the respondents (1 percent) had a PhD. 2 (31%) were masters.

3 (65%) were bachelors.

According to the researcher, the majority of the respondents 1 had a PhD. There were 31 masters and 65 bachelors.



1.64. Figure 4.1.4 Level of education of the respondents

1.65. T able 4.2 Positive reinforcement

		Positive reinforcement is part of motivation	Positive reinforcement makes fair	Positive reinforcement strengthen the rewards	Positive reinforcement strengthen behaviour of the employee
N	Valid	**97**	97	**97**	97
	Missig	3	3	**3**	3

Source: primary data 2021

According to Table 4.2, the majority of respondents 1 (43 percent) strongly agreed. 2 (28%) of those polled agreed. 3 (14%) of those polled disagreed. 4 (12%) people strongly disagreed.

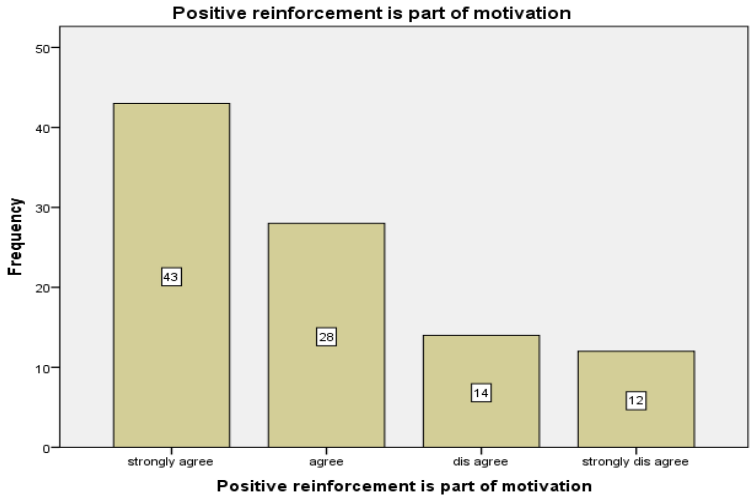
According to the researcher, the majority of the respondents 1 strongly agree 2 agree 3 disagree 4 strongly disagree

1.66.

1.67.

1.68.

1.69.

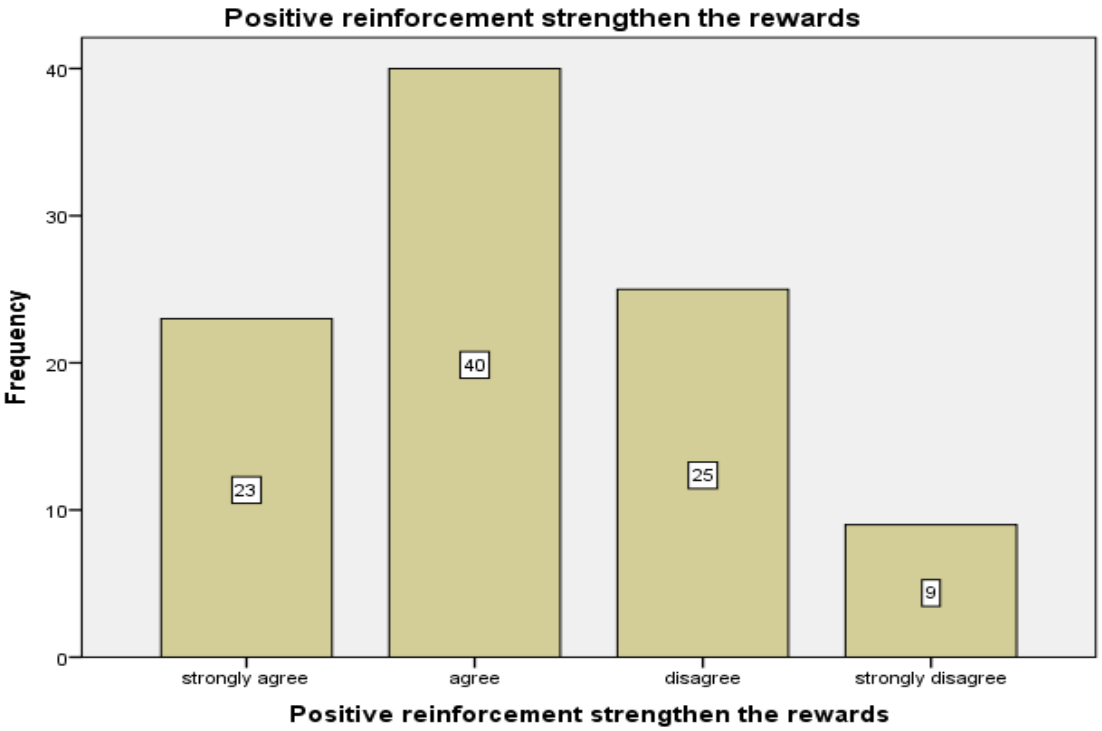


1.70. Figure 4.2 Positive reinforcement

1.71. Table 4.2.1 positive reinforcement strengthen the rewards

According to Table 4.2.1, the majority of respondents 1 (23%) said they strongly agreed. 2 (40%) of those polled agreed. 3 (or 25%) of those polled disagreed. 4 (or 9%) strongly disagreed.

According to the researcher, the majority of the respondents 1 strongly agree 2 agree 3 disagree 4 strongly disagree



1.72.

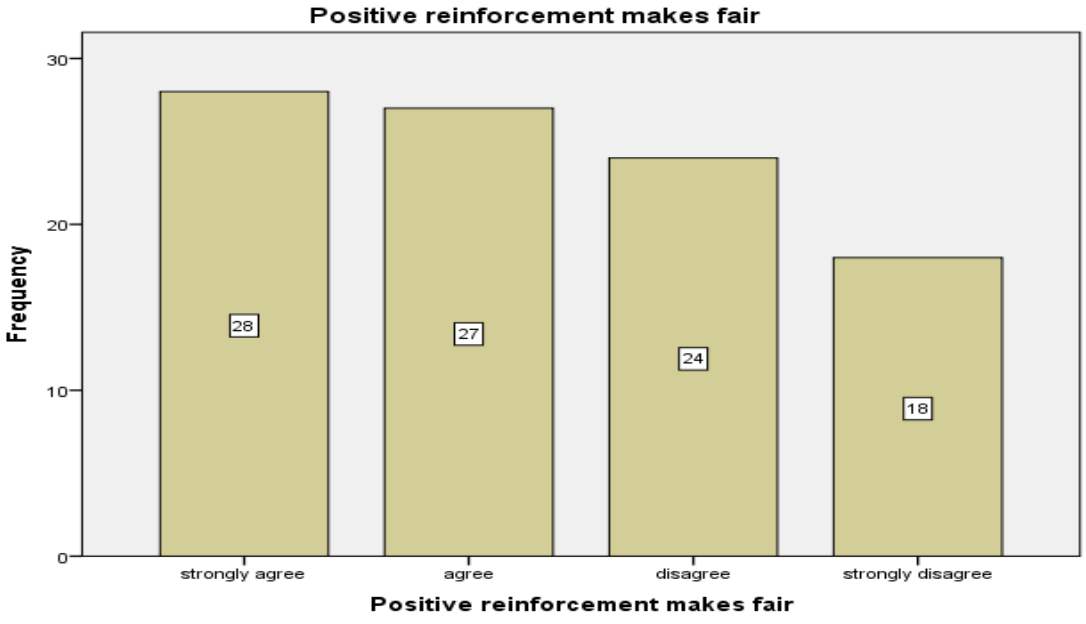
1.73.

1.1.Figure 4.2.1 positive reinforcement strengthen the rewards

1.74. Table 4.2.2 positive reinforcement makes fair

According to Table 4.2.2, the majority of respondents 1 (twenty percent) strongly agreed. 2 (27%) of those polled agreed. 3 people (24%) disagreed. 4 (ten percent) strongly disagreed.

According to the researcher, the majority of the respondents (2 agree, 1 strongly agree, 3 disagree, and 4 strongly disagree)



1.75.

1.76.

1.77.

1.78.

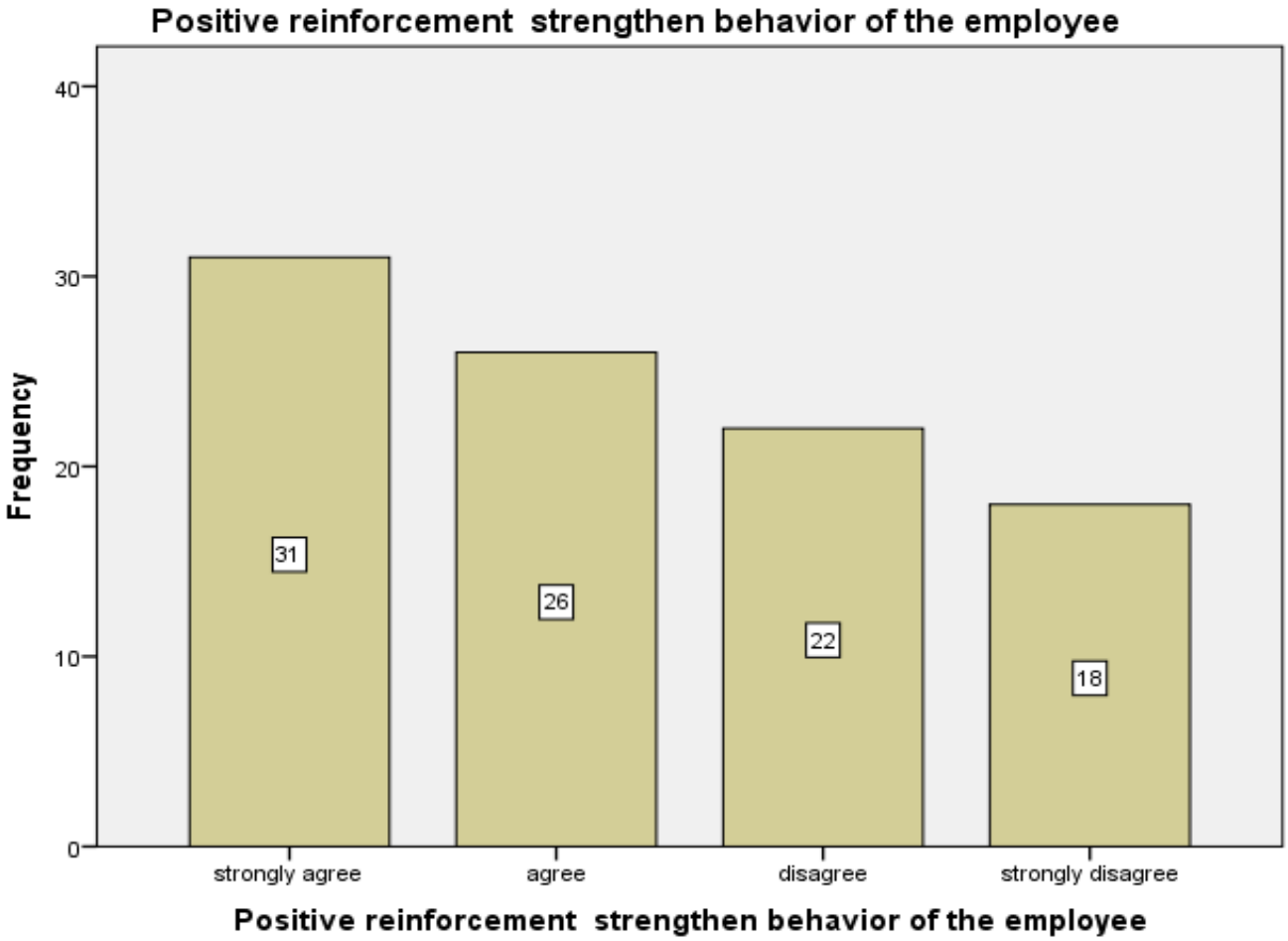
1.79.

1.2.Figure 4.2.2 positive reinforcement makes fair

1.80. Table 4.2.3 positive reinforcement strengthen behavior of the employees

According to Table 4.2.3, the majority of respondents 1 (31% of those polled) strongly agreed. 2 (26%) of those polled agreed. 3 (22%) of those polled disagreed. 4 (18%) of those polled strongly disagreed.

According to the researcher, the majority of the respondents 1 agrees strongly, 2 agrees, 3 disagrees, and 4 strongly disagrees



1.3.Figure 4.2.3 positive reinforcement strengthen behavior of the employees

Table 4.3 Fair treatment

		Fair treatment makes fair among employees	Receiving appreciation and positive recognition	Staff training and information availability	Positive treatment improves the relationship among all staff
N	Valid	97	97	97	97
	Missing	0	0	0	0

Source: primary data 2021

According to Table 4.3, the majority of respondents 1 (43 percent) strongly agreed. 2 (27%) of those polled agreed. 3 (12%) people disagreed. 4 (14% of those polled) strongly disagreed.

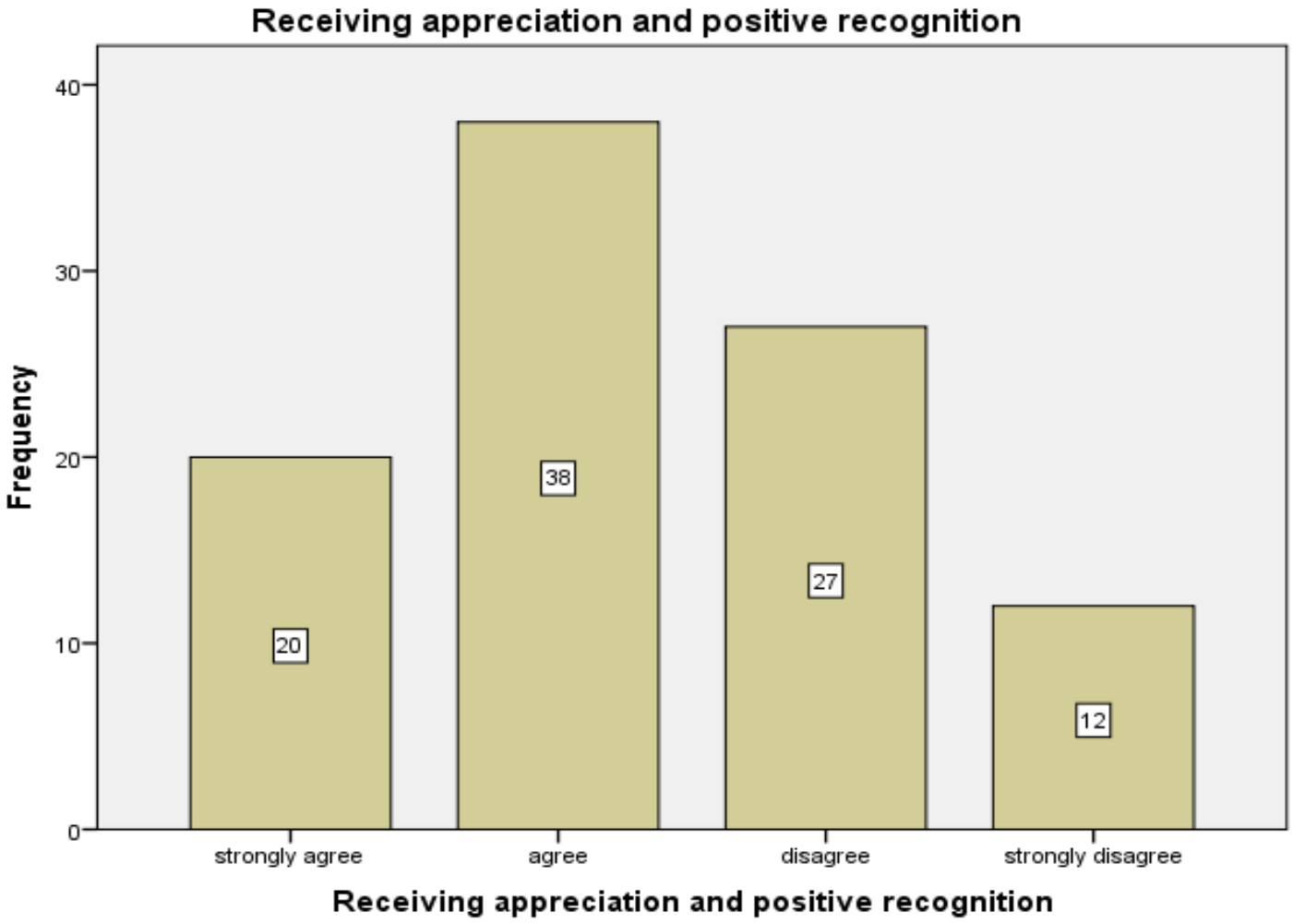
According to the researcher, the majority of the respondents 1 strongly agree 2 agree 4 strongly disagree 3 disagree

Figure 4.3 Fair treatment

1.81. Table 4.3.1 receiving appreciation and positive recognition

According to Table 4.3.1, the majority of respondents 1 (twenty percent) strongly agreed. 2 (38%) of those polled agreed. 3 (27%) of those polled disagreed. 4 (12%) people strongly disagreed.

According to the researcher, the majority of the respondents (2 agree, 3 disagree, 1 strongly agree, 4 strongly disagree)



1.4.Figure 4.3.1 receiving appreciation and positive recognition

1.82. Table 4.3.2 staff training and information availability

According to Table 4.3.2, the majority of respondents 1 (30%) agreed wholeheartedly. 2 (29%) of those polled agreed. 3 (33%) of those polled disagreed. 4 (5% of those polled) strongly disagreed.

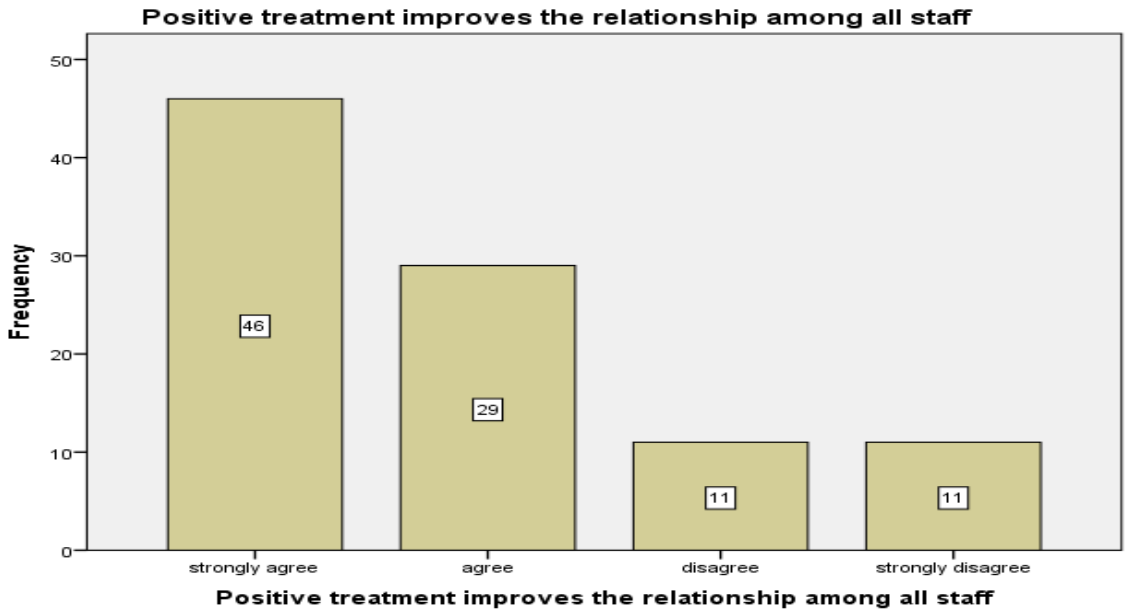
According to the researcher, the majority of the three respondents disagree. 1 strongly agrees 2 strongly agrees 4 strongly disagree

1.5.Figure 4.3.2 staff training and information availability

1.83. Table 4.3.3 positive treatment improves the relationship among all staff

According to Table 4.3.3, the majority of respondents 1 (46%) said they strongly agreed. 2 (29%) of those polled agreed. 3 (11%) of those polled disagreed. 4 (11%) of those polled strongly disagreed.

According to the researcher, the majority of the respondents 1 strongly agree 2 agree 3 disagree 4 strongly disagree



1.6. Figure 4.3.3 positive treatment improves the relationship among all staff

Table 4.4 Reward based on performance

		Rewards based on performance on employee is part of motivation	Base decisions and rewards formulate organizational policy	Rewards increase job satisfaction	Skilled employees gets good performance	Rewards improve production
N	Valid	97	97	97	97	97
	Missing	0	0	0	0	0

Source: primary

According to Table 4.4, the majority of respondents 1 (47 percent) strongly agreed. 2 (27%) of those polled agreed. 3 (ten percent) of those polled disagreed. 4 (13%) of those polled strongly disagreed.

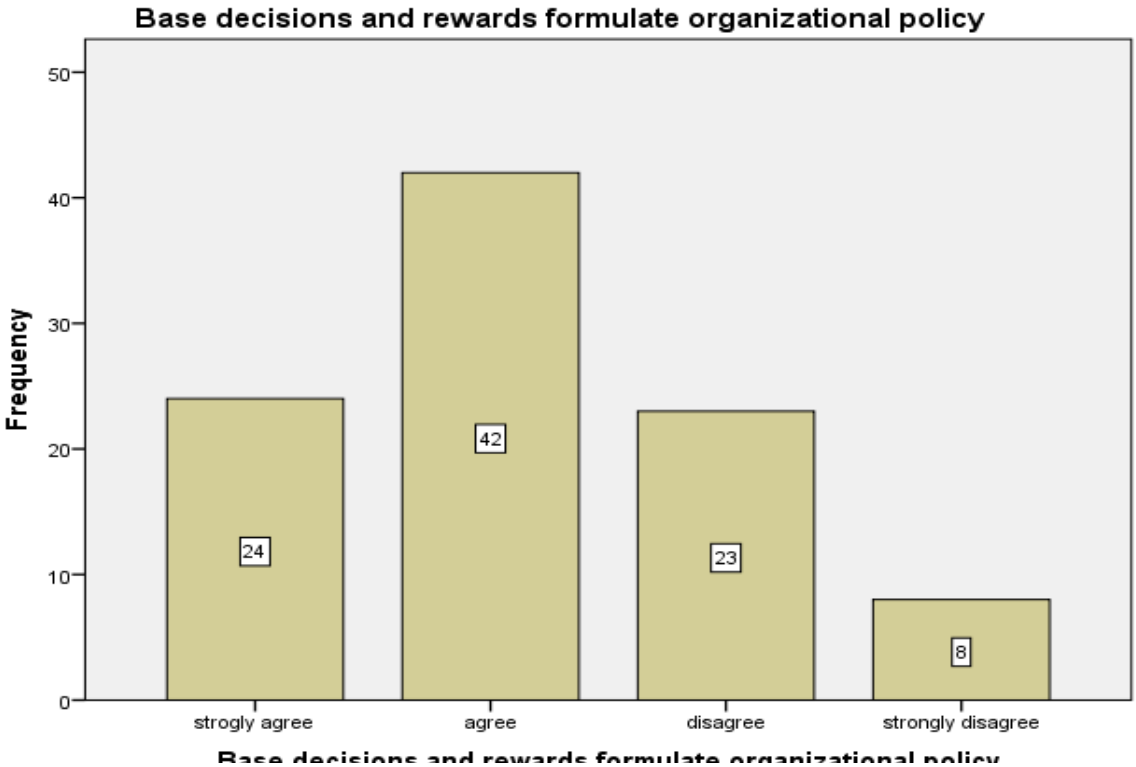
According to the researcher, the majority of the respondents 1 strongly agree 2 agree 4 strongly disagree 3 disagree

Figure 4.4 Reward based on performance

1.84. Table 4.4.1 base decisions and rewards formulate organizational policy

According to Table 4.4.1, the majority of respondents 1 (24%) were strongly in agreement. 2 (42%) of those polled agreed. 3 (or 23% of those polled) disagreed. 4 (or 8% of those polled) strongly disagreed.

According to the researcher, the majority of the respondents (2 agree, 1 strongly agree, 3 disagree, and 4 strongly disagree)



1.85.

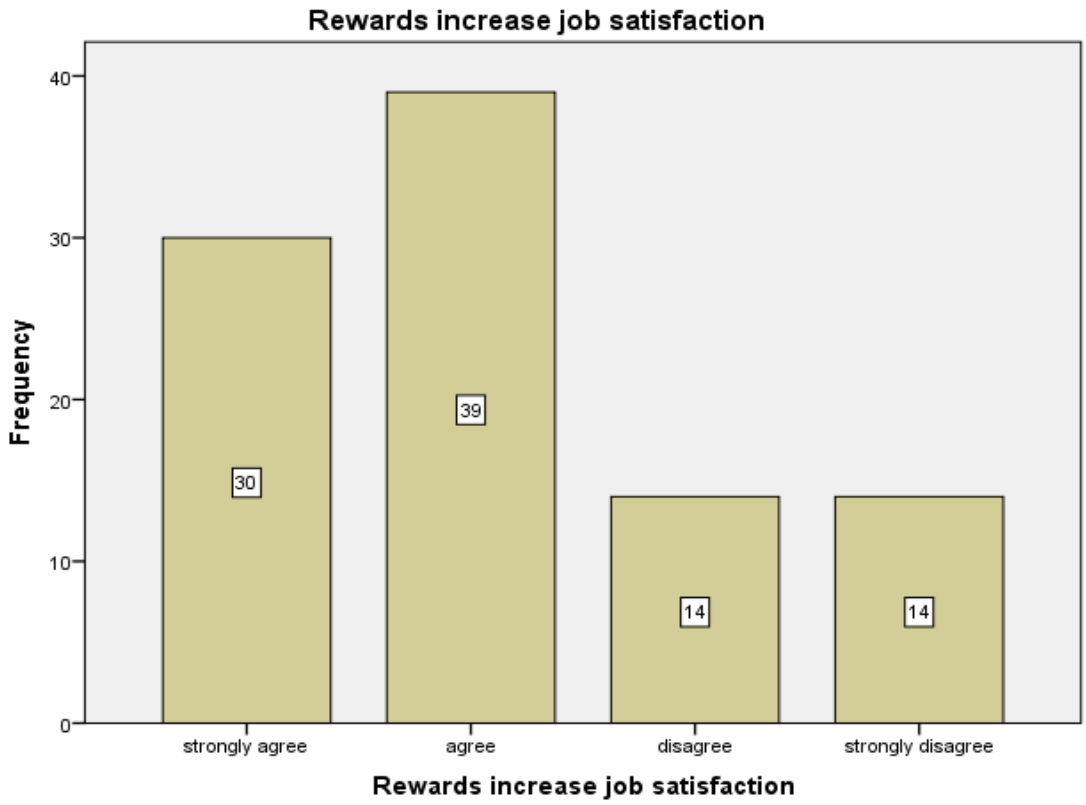
1.86.

1.7. Figure 4.4.1 base decisions and rewards formulate organizational policy

1.87. Table 4.4.2 Rewards increase job satisfaction

According to Table 4.4.2, the majority of respondents 1 (30%) agreed wholeheartedly. 2 (or 39% of those polled) agreed. 3 (14%) of those polled disagreed. 4 (14% of those polled) strongly disagreed.

According to the researcher, the majority of the respondents (2 agree, 1 strongly agree, 3 disagree, and 4 strongly disagree)



1.88. Figure 4.4.2, Rewards increase job satisfaction

1.89. Table 4.4.3 skilled employees gets good performance

According to Table 4.4.3, the majority of respondents 1 (43% of those polled) strongly agreed. 2 (33%) of those polled agreed. 3 (9%) people disagreed. 4 (12%) people strongly disagreed.

According to the researcher, the majority of the respondents 1 strongly agree 2 agree 4 strongly disagree 3 disagree

1.8. Figure 4.4.3 skilled employees gets good performance

1.90. Table 4.4.4 rewards improve production

According to Table 4.4.4, the majority of respondents 1 (33% of those polled) strongly agreed. 2 (26%) of those polled agreed. 3 people (28%) disagreed. 4 (ten percent) strongly disagreed.

According to the researcher, the majority of the respondents 1 strongly agree 3 disagree 2 agree 4 strongly disagree

1.9. Figure 4.4.4 rewards improve production

1.91. Table 4.5 Effective discipline

Source: primary data

According to Table 4.5, the majority of respondents 1 (33 percent) strongly agreed. 2 (or 36% of those polled) agreed. 3 (17%) people disagreed. 4 (11%) of those polled strongly disagreed. According to the researcher, the majority of the respondents 2 people agree 1 strongly agrees 3 strongly disagrees 4 strongly disagrees.

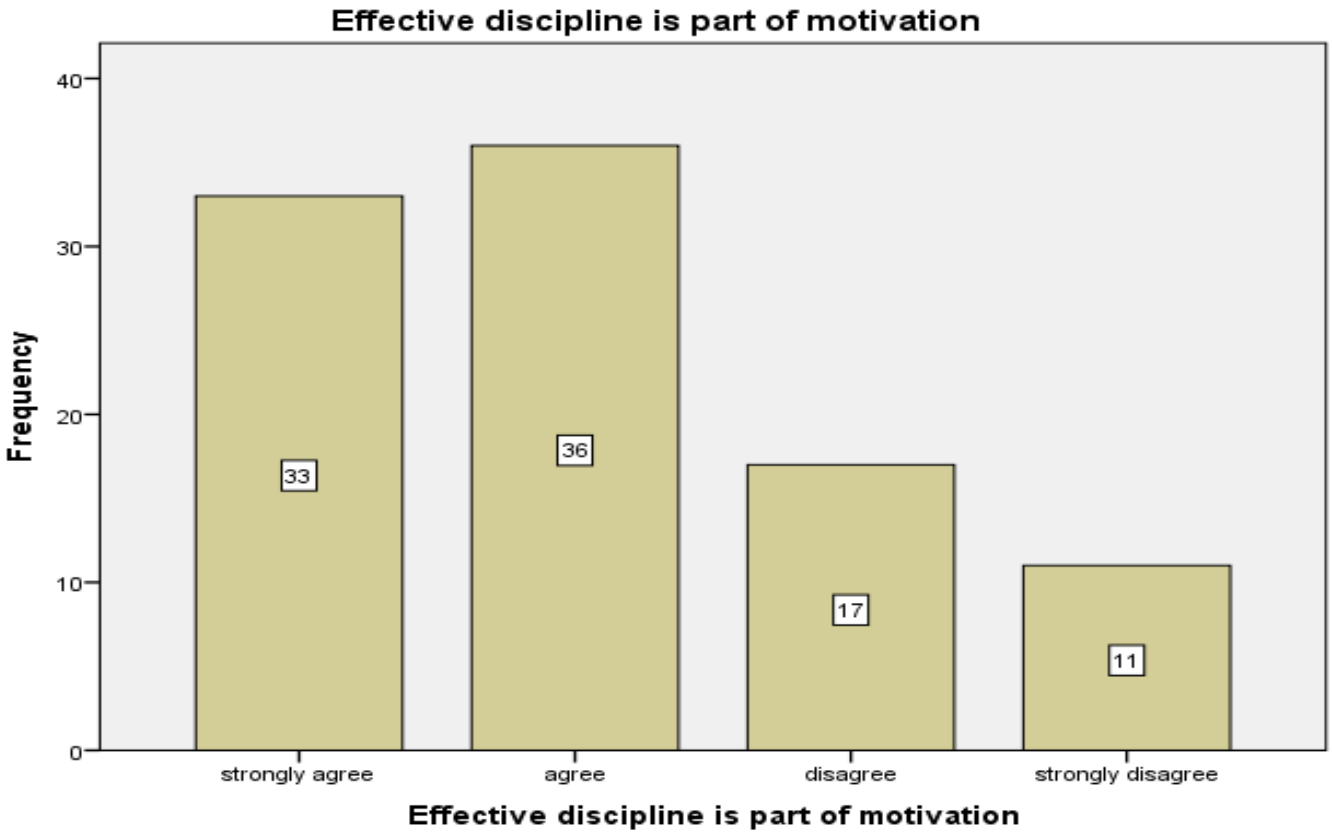


Figure 4.5 Effective discipline

1.92. Table 4.5.1, Effective discipline offer forgiveness and reconciliation

According to Table 4.5.1, the majority of respondents 1 (30%) agreed wholeheartedly. 2 (or 35% of those polled) agreed. 3 (or 25%) of those polled disagreed. 4 (or 7%) strongly disagreed.

According to the researcher, the majority of the respondents 2 people agree 1 strongly agrees 3 strongly disagrees 4 strongly disagrees

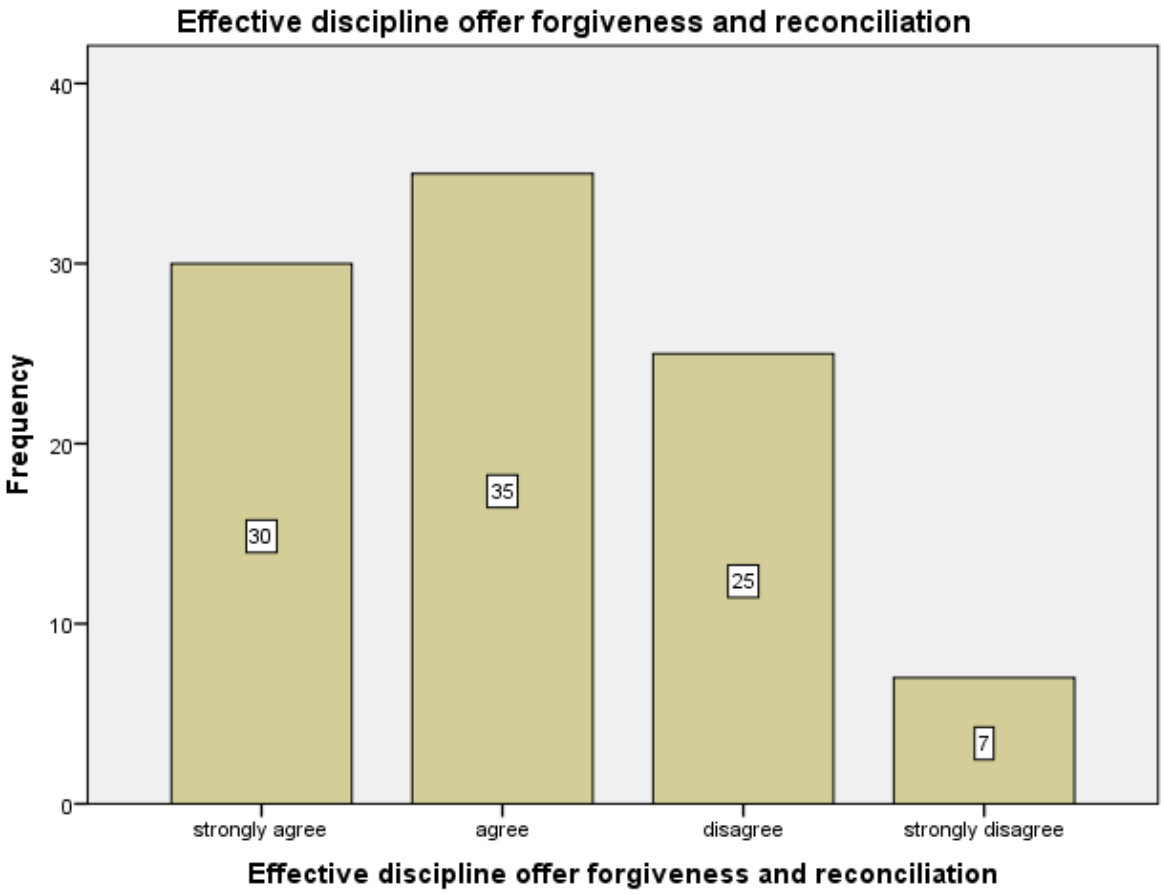


Figure 4.5.1, Effective discipline offer forgiveness and reconciliation

1.93. Table 4.5.2 effective discipline brings mutual respect in a firm

According to Table 4.5.2, the majority of respondents 1 (35% of those polled) strongly agreed. 2 (24%) of those polled agreed. 3 (or 23% of those polled) disagreed. 4 (or 15%) strongly disagreed.

According to the researcher, the majority of the respondents 1 strongly agree 2 agree 3 disagree 4 strongly disagree

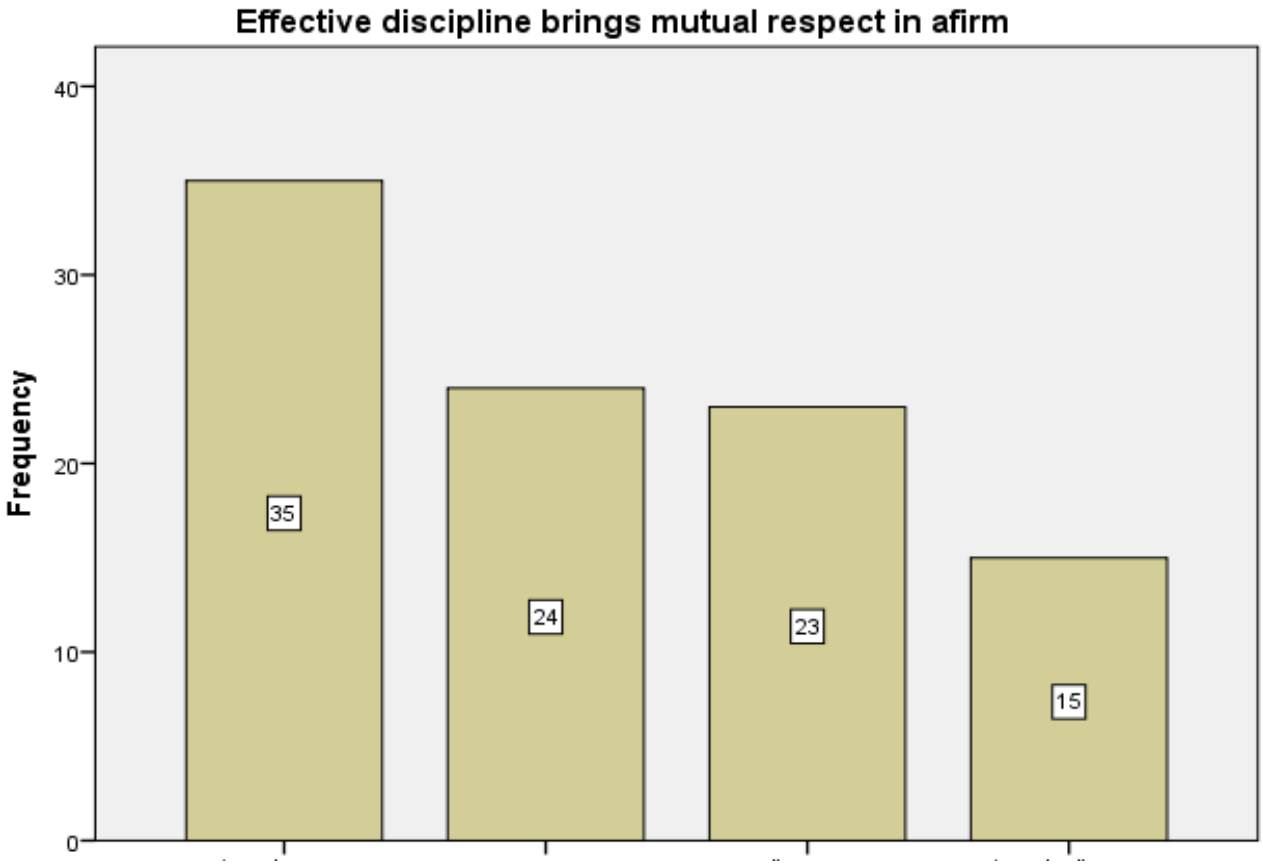
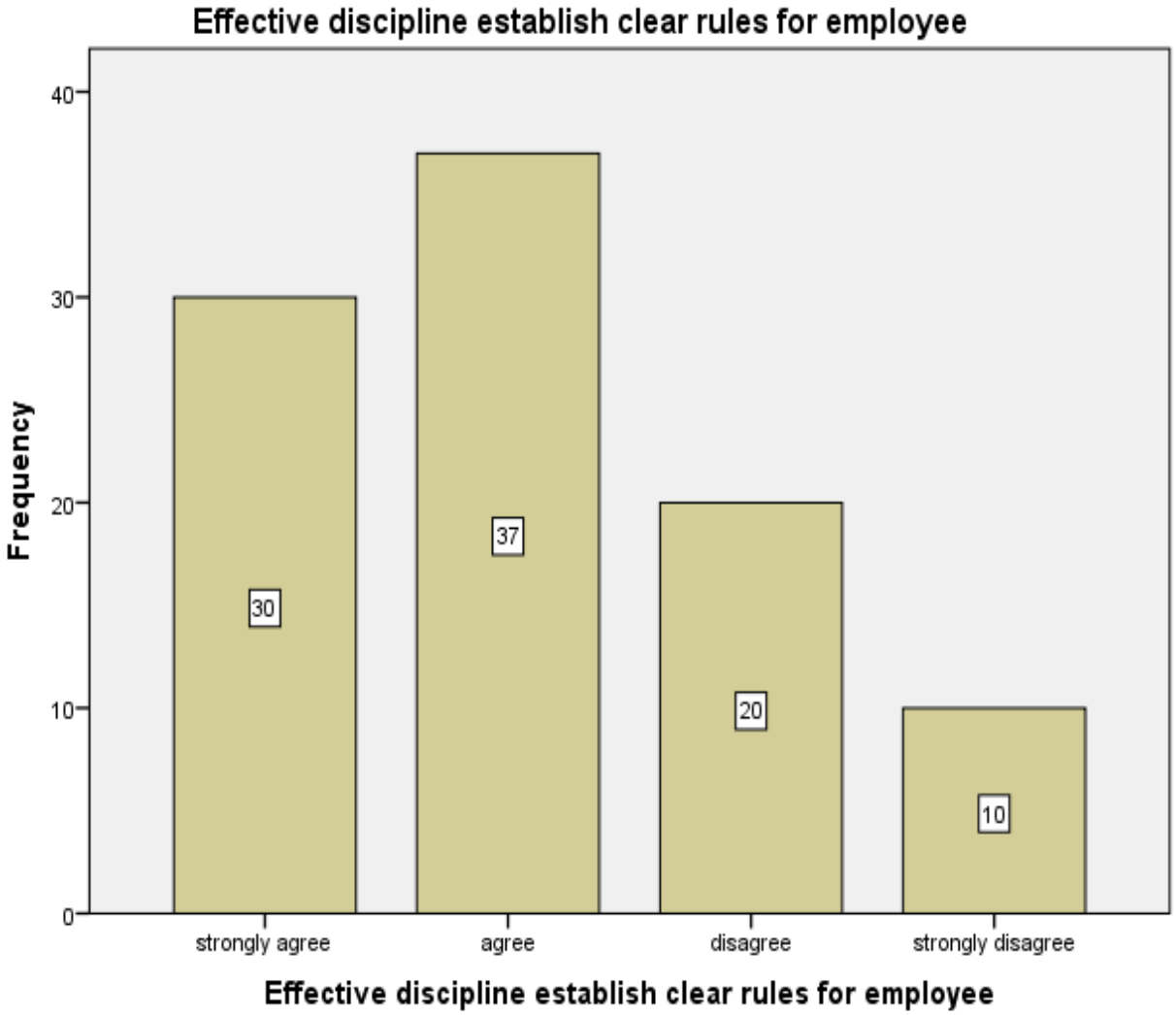


Figure 4.5.2 Effective discipline offer forgiveness and reconciliation

1.94. Table 4.5.3 effective discipline establish clear rules for employees

According to Table 4.5.3, the majority of respondents 1 (30%) agreed wholeheartedly. 2 (37%) of those polled agreed. 3 (20%) people disagreed. 4 (ten percent) strongly disagreed.

According to the researcher, the majority of the respondents 2 agree 3 1 strongly agree 3 disagree 4 strongly disagree



1.10. Figure 4.5.3 effective discipline establish clear rules for employees

1.95. Table 4.5.4 effective discipline establish clear rules for managers

According to Table 4.5.4, the majority of respondents 1 (37% of those polled) strongly agreed. 2 (or 35% of those polled) agreed. 3 (13%) were disagree 4 (12%) people strongly disagreed.

According to the researcher, the majority of the respondents 1 strongly agree 2 agree 3 disagree 4 strongly disagree

1.96. Figure 4.5.4 effective discipline establish clear rules for managers

1.97. Table 4.6 Increased job satisfaction

		Increased job satisfaction makes the business greater	Increased job satisfaction improve the work environment	Job satisfaction improves communication across all levels	Job satisfaction reduces time stress	Job satisfaction creates an employee recognition program
N	Valid	97	97	97	97	97
	Missing	3	3	3	3	3

Source: primary data

According to Table 4.6, the majority of respondents 1 (50 percent) strongly agreed. 2 (27%) of those polled agreed. 3 (8%) people disagreed. 4 (12%) people strongly disagreed.

According to the researcher, the majority of the respondents 1 strongly agrees 2 agrees 3 disagrees 4 disagrees

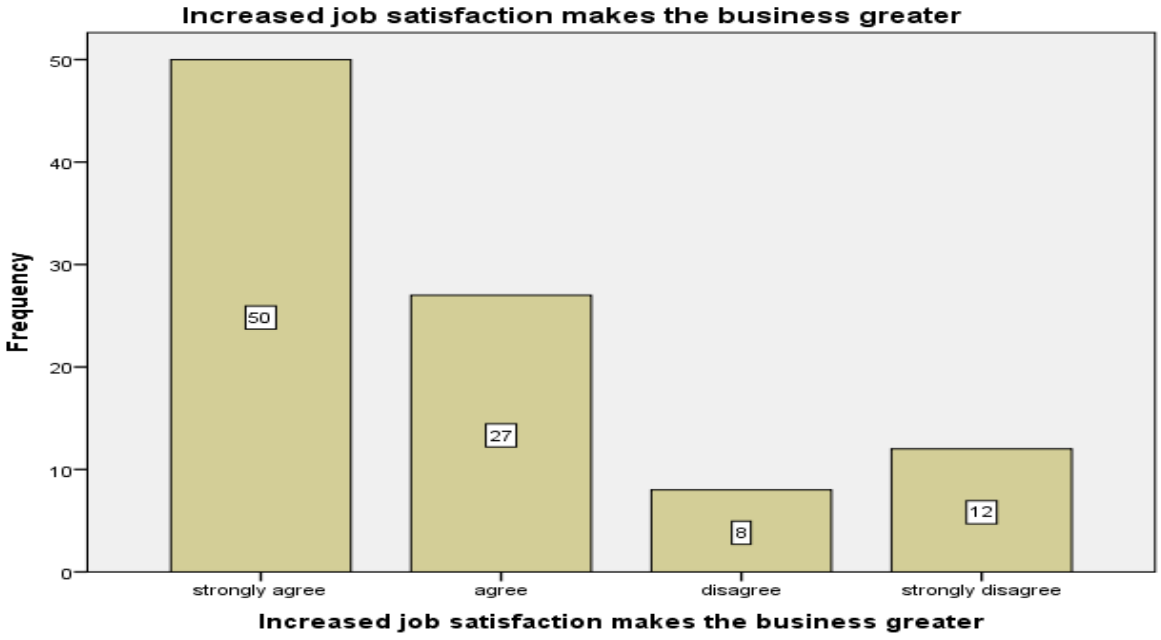
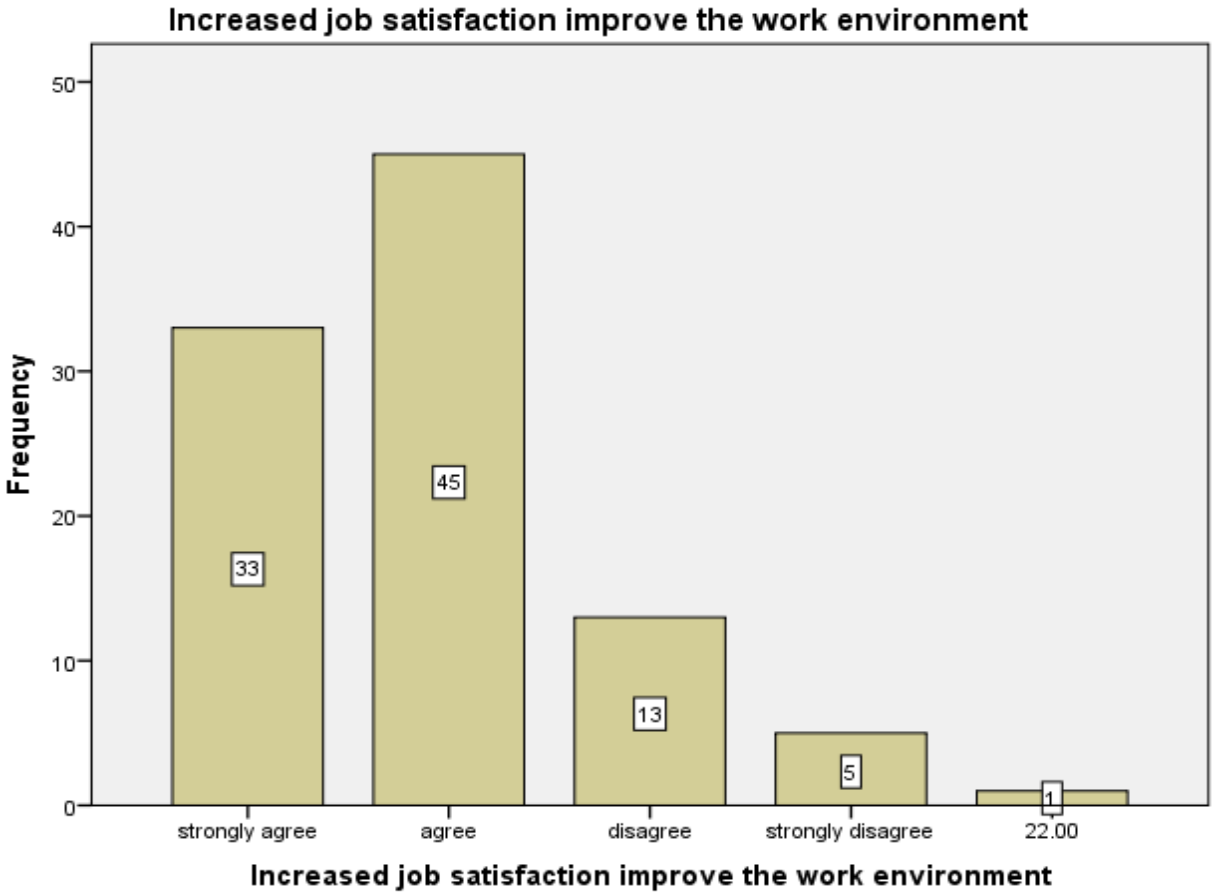


FIGURE **4.6-Increased job satisfaction**

Table 4.6.1 **Increased job satisfaction improve the work environment**

According to Table 4.6.1, the majority of respondents 1 (33% of those polled) strongly agreed. 2 (45%) of those polled agreed. 3 (13%) of those polled disagreed. 4 (5% of those polled) strongly disagreed.

According to the researcher, the majority of the respondents (2 agree, 1 strongly agree, 3 disagree, and 4 strongly disagree)

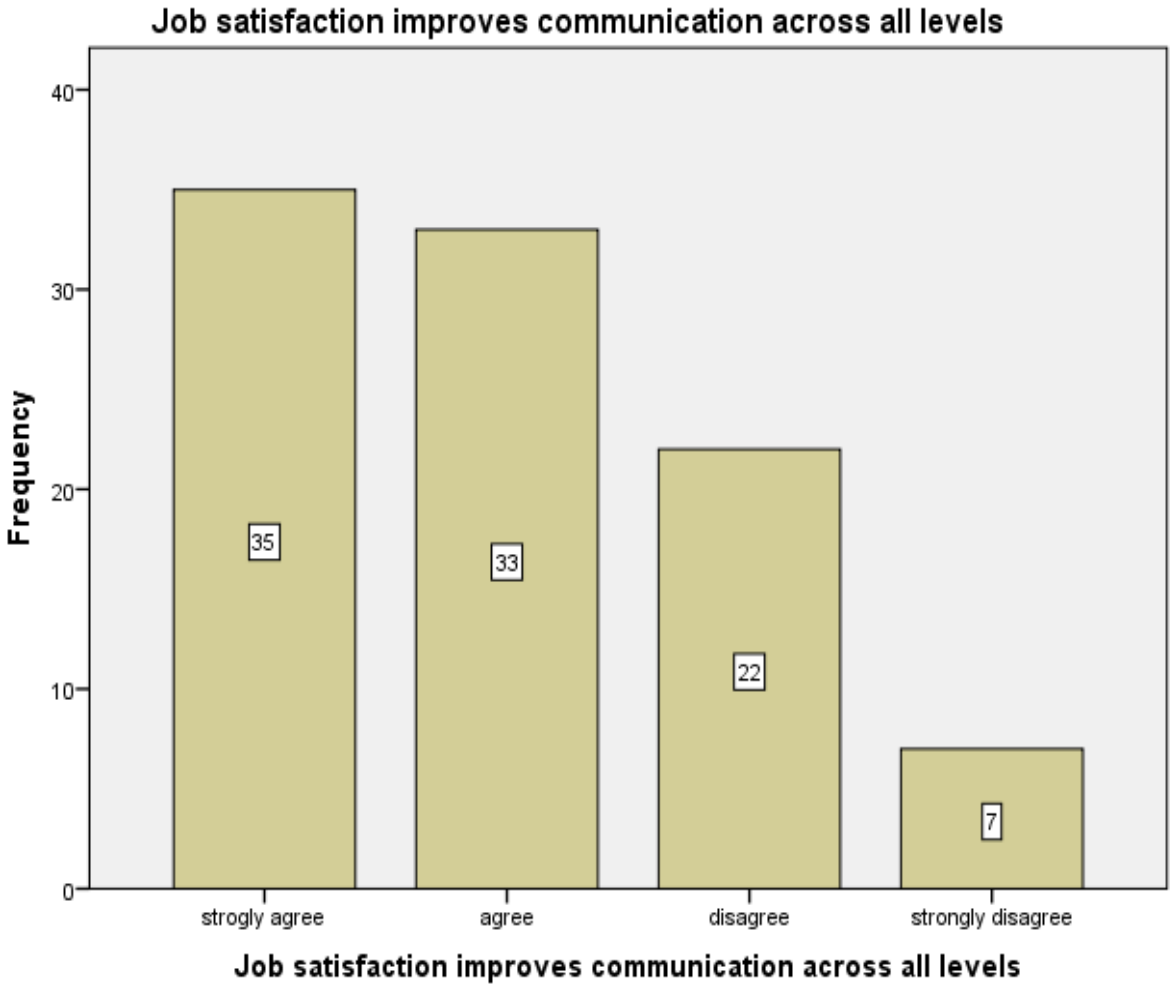


1.11. Figure 4.6.1 Increased job satisfaction improve the work environment

1.98. Table 4.6.2 job satisfaction improve communication across all levels

According to Table 4.6.2, the majority of respondents 1 (35% of those polled) strongly agreed. 2 (33%) of those polled agreed. 3 (22%) of those polled disagreed. 4 (or 7%) strongly disagreed.

According to the researcher, the majority of the respondents 1 strongly agree 2 agree 3 disagree 4 strongly disagree

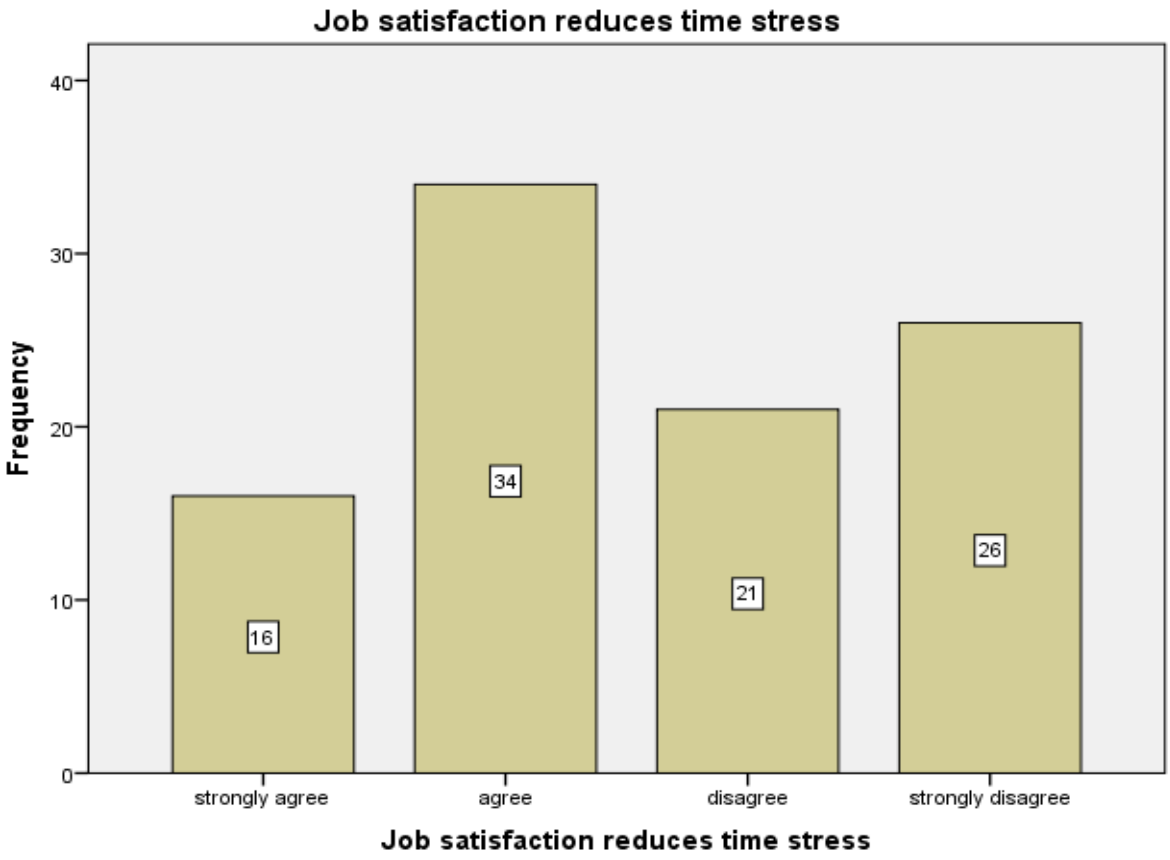


1.99. Figure 4.6.2 job satisfaction improve communication across all levels

1.100. Table 4.6.3 job satisfaction reduces time stress

According to Table 4.6.3, the majority of respondents 1 (16%) said they strongly agreed. 2 (34%) of those polled agreed. 3 (21%) of those polled disagreed. 4 (or 26% of those polled) strongly disagreed.

According to the researcher, the majority of the respondents (2 agree, 4 strongly disagree, 3 disagree, and 1 strongly agree)

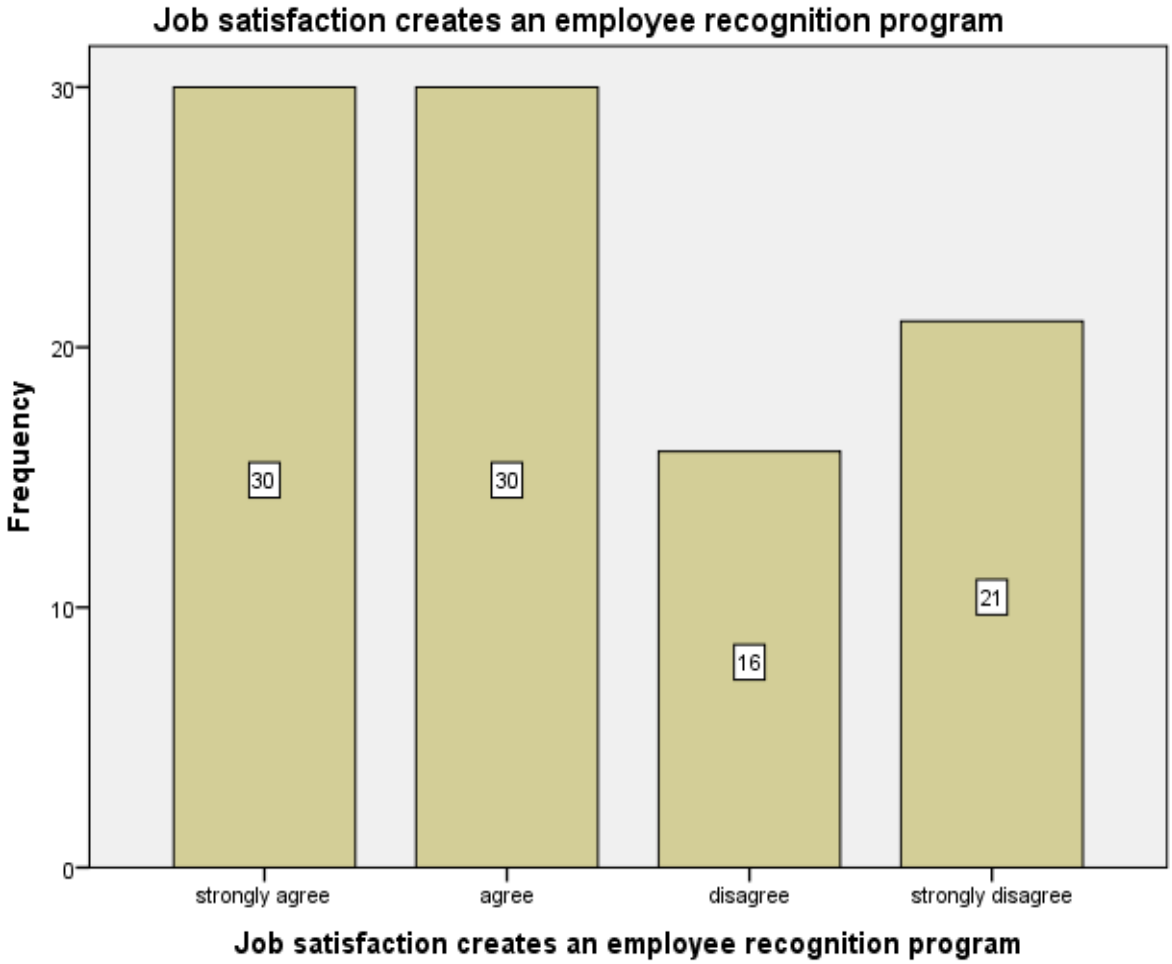


1.101. Figure 4.6.3 job satisfaction reduces time stress

1.102. Table 4.6.4 job satisfaction creates an employee recognition program

According to Table 4.6.4, the majority of respondents 1 (30%) agreed wholeheartedly. 2 (30%) of those polled agreed. 3 (16%) people disagreed. 4 people (21%) strongly disagreed.

According to the researcher, the majority of the respondents (2 agree, 1 strongly agree, 3 disagree, and 4 strongly disagree)



1.103. Figure 4.6.4 job satisfaction creates an employee recognition program

CHAPTER 05: RECOMMENDATION, CONCLUSION, AND DISCUSSION

- **Introduction:**

The findings and analyses are presented in this chapter. The results of a study on the variables influencing employee motivation in private entities, with a focus on Mogadishu banks. The data gathered from study questions and questionnaire responses is used to draw conclusions. Finally, conclusions and recommendations are provided.

A research design was used in the study, with Mogadishu banks serving as the focal organization. Because this is the institution under scrutiny, the demographics of the study were drawn from employees of the banks I chose for my research. The survey included 200 employees from a range of departments.

A sample size of 100 respondents was chosen using the stratified random sampling technique. Data was collected via questionnaires, edited, and entered into the Statistical Package for Social Sciences (SPSS) software version 21 to conduct the study. The frequency and percentage statistical indices were used to create descriptive statistics in this investigation. When employing inferential statistics, the data was evaluated using correlation, which was crucial in making sense of the data. The analyzed data was presented in the form of tables and figures in accordance with the research questions. Extrinsic factors influencing employee motivation in Mogadishu's private banks were the focus of the first study. The percentage of participants cited leadership style, work economic gain, overall organisational information management, and effective information transmission as extrinsic factors influencing employee motivation. The least important extrinsic variables, according to interviewees, are co-worker influence, advancement s support, and management-employee interaction the study looked into the intrinsic factors that motivate employees in Mogadishu's private banks. Employee recognition by the organization, the level of skill required, the impact of an employee's perspective on the job, employee perspectives on skill development, and employee perceptions of contributing to the firm's growth were identified as the most important aspects in the study.

Job satisfaction is shaped by a multitude of internal factors, many of which are frequently highlighted. Employee participation, employee morphology and duties, and continuous feedback on employee performance are some of the least discussed Employee motivation is influenced by intrinsic variables. The final research topic looked into how employee motivation affects employee performance. in Mogadishu's private banks. According to the According to the data, the majority of respondents feel that employee motivation is influenced by absenteeism, staff productivity, and employee turnover. The least accepted influencing employee's motivation were employee safety standards, staff stress, and the need for unionization. Access to rewards, career opportunities, and teamwork spirit were also mentioned as important factors influencing employee motivation. Employee engagement was also influenced by access to rewards, advancement opportunities, and a sense of teamwork. The most frequently mentioned concepts for improving employee job motivation were appreciation of efforts, job autonomy, job rotation, a desire for justice in employment prospects, and a sense of belonging. The strongest link was found to be between trust and intrinsic components, while the smallest link was found to be between job importance contribution and employee motivation**.**

1.104. Extrinsic Factors that Influence Employee Motivation

The most important extrinsic elements impacting employee motivation were identified to be work enrichment, organizational information management, and effective information distribution. Employee motivation is influenced by extrinsic factors, which have nothing to do with work or the job. These findings back up Chintaloo and Mahadeo's (2013) findings that the work environment has an extrinsic influence on employee motivation. This is because the majority of employees believe they have the autonomy to conduct their jobs and are self-assured in their roles. It further broadens a person's skill set (Whittaker, 2008). Participants who have more responsibilities at work, are more efficient, and perform better benefit from job enlargement. Extrinsic motivators such as effective information distribution and organizational information management have also been highlighted. This is because having easy access to an organization's information makes people feel like they are a part of it, which reduces rumors, increases trust, and promotes teamwork (Chiang and Jang, 2008).

Managers have a specific obligation, according to Kalimullah et al. (2010), to establish a stimulating workplace and to make every effort to enrich their employees' job. Employee

performance is typically impacted by a variety of elements, including motivation, appraisals, work satisfaction, training and development, and so on; however, this study concentrates primarily on employee motivation because it has been examined previously. It's been proven to have a major impact on business performance (Chintaloo and Mahadeo, 2013). Extrinsic variables are also significant in inspiring employees to work hard in order to attain their objectives by performing their jobs efficiently and effectively. Most employees are driven to work efficiently and well within the firm, according to Mudor and Tookson (2011), since they believe that their efforts are considerably more important to the organization. This is especially true when it comes to the compensation structure of the company, the level of employee-manager interaction, and the quality of the work environment it provides (Chintaloo and Mahadeo, 2013). The statistics suggest that leadership has an effect on employee motivation, which supports Rukhman's (2010) conclusions that leadership motivates individuals to do the right thing. Because followers or employees are continuously striving to do the right thing, morale and motivation are boosted. Because of their job choice and autonomy over their work obligations, there was a substantial correlation between job enrichment and employee motivation.

1.105. Factors that Influence Employee Motivation on an Intrinsic Level

The study found that the organization's appreciation of employees, the degree of skill requirement, the influence of the employee's view of the job, employee perception on skill development, and employee perception of contributing to the firm's growth are the most frequently mentioned intrinsic factors that affect employee motivation.

According to Annamalia et al. (2010), intrinsic factors are a set of acts people conduct that have a positive or negative impact. Employee recognition by the organization promotes employee motivation and increases job satisfaction and motivation, among other factors (Kalimullah et al., 2010). Employees feel more Employee motivation is affected by the degree of skill demand, according to the study. These findings are similar to those of Jackson (2011), who discovered that the greater the use of employee skills, the more meaningful employment becomes for the individual. Most employees want to be recognized for their abilities and competencies within the organization because it makes them feel more important and gives them a sense of belonging. This only strengthens their ties to the organization.

Another intrinsic aspect that has been shown to influence employee motivation is the individual's opinion of the job (task importance). This is because, in addition to the various benefits of their jobs, such as the opportunity to travel, most people work to support themselves. Some people work for a living to support their families, meaning that those who benefit are not company employees, while others work for personal satisfaction (Lunenburg and Ornstein, 2008). When all environmental issues are properly addressed, a worker who considers his or her job is useless may act indifferently. This is undeniably true, since a high number of respondents agreed that modifications to assist them stay motivated should be done. When employees are happy and have room to grow at work, they are organically driven. Finally, based on their reactions to their activities over a one-month period prior to delivering the questionnaires, it was obvious that employees were highly driven since they had highly motivated employee qualities and behaviors, such as attempting to report to administration. Arriving and departing on time, being engaged at work, and finishing their tasks It is critical to work on schedule and achieve the intended results while avoiding conflict. Collaboration with other employees is essential, as is offering suggestions to management on how to improve. The organization determined that the elements that have the biggest impact on employee motivation in Mogadishu's private banks are when supervisors and management provide employees the opportunity to voice their thoughts and when they are given responsibilities. Employees at private banks are more motivated when they have opportunity to advance in the company by being assigned to assignments with growth potential, when they receive continual training and development, when they are provided current tools and equipment, and when they are given demanding tasks. When employees are given a competitive wage and are satisfied with the organization's wage and remuneration, they are driven. In addition, when their performance is recognized, their supervisor expresses appreciation for their efforts, demonstrating that the organization values them. Employees are also more motivated when they can form positive working relationships with their co-workers, actively participate in company meetings, and receive assistance from management.

1.106. Conclusions

Employees in private sector banks are more energized when they have the opportunity to advance in the company by being assigned to activities with growth potential, when they receive ongoing training and development, when they are given current tools and equipment,

and when they are given difficult assignments. When employees are given a competitive wage and are satisfied with the organization's wage and remuneration, they are driven. Furthermore, their supervisor expresses thanks for their efforts when their performance is recognized, signalling that the organization values them. Employees are also more motivated when they are able to build positive working relationships with their coworkers, participate actively in staff meetings, and receive help from management

1.107. Recommendations

Businesses should boost their employee incentive tactics, according to the research, by adopting a variety of organizational characteristics. Providing a suitable working atmosphere for employees, for example. Concentrate on fostering a positive corporate culture and creating a safe and healthy working environment. Environmental variables, effective means for employees to convey their displeasure, and implementation all need to be considered. Employee decision-making outcomes are made public.

1.108. Suggestions for further study

The factors that influence changes in employee motivation were studied using a case study. Mogadishu's Private Banks As a result, similar research in other organizations should be done to see if the same results are produced. The study employed a sample size of 100 individuals, but bigger sample sizes should be used in future studies on factors that influence employee motivation, according to the authors.

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Appendix

- **Questionnaire**

Dear sir/madam

You are cordially asked to fill out this questionnaire. This is only for academic purposes, and your participation is entirely voluntary. Please check the appropriate boxes and fill in the blanks as needed.

Section a: demographical information

From the following set of questions Please check () the box that corresponds to your situation.

1. Gender

   a. Male ☐ b) female ☐

2. Age of responders

   1) 20 -25 ☐ 2) 26 – 34 ☐ 3) 35 – above ☐

   2) Marital status.

   a. Single ☐ b) married ☐

   3) Level of education

   A) phd ☐ b) master ☐ c) bachelor ☐

Section b: positive reinforcement

No	Positive reinforcement	Strongly agree	Agree	Disagree	Strongly disagree
1	Positive reinforcement is part of motivation				
2	Positive reinforcement strengthens the rewards				
3	Positive reinforcement makes fair				
4	Positive reinforcement strengthens behaviour of the employee				

Section c: fair treatment

No	FAIR TREATMENT	Strongly agree	Agree	Disagree	Strongly disagree
1	Fair treatment makes fair among employees				
2	Receiving appreciation and positive recognition				
3	Staff training and information availability				
4	Positive treatment improves the relationship among all staff				

Section D: reward based on performance

NO	reward based on performance	Strongly agree	Agree	Dis agree	Strongly disagree
1	Rewards based on performance on employee is part of motivation				
2	Base decisions and rewards formulate organizational policy				
3	Rewards increase job satisfaction				
4	Skilled employees gets good performance				
5	Rewards improve production				

Section E: EFFECTIVE DISCIPLINE

NO	EFFECTIVE DISCIPLINE	Strongly agree	agree	Disagree	Strongly disagree
1	Effective discipline is part of motivation				

2	Effective discipline offer forgiveness and reconciliation				
3	Effective discipline brings mutual respect in afirm				
4	Effective discipline establish clear rules for employee				
5	Effective discipline establish clear rules for managers				

Section F: increased job satisfaction

NO	INCREASED JOB SATISFACTION	Strongly agree	Agree	Disagree	Strongly disagree
1	Increased job satisfaction makes the business greater				
2	Increased job satisfaction improve the work environment				
3	Job satisfaction improves communication across all levels				
4	Job satisfaction reduces time stress				

5	Job satisfaction creates an employee recognition program