

**PUBLIC SERVICE MOTIVATION AND JOB PERFORMANCE IN BONDHERE
DISTRICT, MOGADISHU, SOMALIA**

BY

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**A DISSERTATION SUBMITTED TO THE COLLEGE OF HIGH DEGREE AND
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DEGREE OF MASTER OF PUBLIC ADMINISTRATION
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UNIVERSITY**

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DECLARATION A

I am hereby declare that this research thesis is from my own work and effort and that it has not been submitted anywhere for any award. All other sources of information used have been acknowledged.

Name of the Candidate: **MOHAMED ABDULLAHI GESEY**

Signature: 

Date: 18/11/2015

DECLARATION B

We confirm that, to the best of our knowledge, this graduation project was carried out and prepared under our direct supervision. We hereby also confirm that this graduation project was conducted in accordance with degree regulations and University.

Name of the supervisor:

Signature

:  

Date

: 18 / 11 / 2015

DEDICATION

I Dedicate this hard work to my father Abdullahi Gesey Jimale and my dear mother Maryan Ulusow Siyad who have cared for me till now. when I was indeed in need of care and made me a person and have been with me in every step in my life through good and bad times and I give my thanks to all who supported me either psychological or financial that helped me to become confident and successful

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Thank you all that one way or another my journey at Kampala International University Uganda very pleasant and enjoyable.

MAY ALLAH BLESS YOU ALL

ABSTRACT

The study seeks to establish the relationship between Public service motivation and job performance in Bondhere district, Mogadishu, Somalia. The objectives of the study were to; (i) determine the how motivation of public servant improves job performance in Bondhere district, Mogadishu, Somalia. (ii) Examine the factors that motivate the workers of public service in Bondhere district, Mogadishu, Somalia. (iii) Investigate the relationship between motivation and job performance in Bondhere, district, Mogadishu, Somalia. The research used a descriptive design, descriptive correlation, ex-post factor, cross sectional and survey designs in collecting data from the study population totaling 400 respondents. Sampling technique was used to select the sample of 200 respondents from the Bondhere, district, local government officials, councilors, officials and other authorized person. Data was analyzed using descriptive analysis option of SPSS version (16.0), and was then presented using Pearson correlation. It was found out that, Motivation remains is a vital push factor in the performance of workers. Not with standing this, in Bondhere district, workers were found to be poorly motivated. The poor motivation has had a domino effect on work performance and the output of workers. It has resulted in poor attitude towards work, lateness to work, absenteeism and indiscipline. The study recommends that concerned public service in Bondhere district needs to reward workers properly since it will motivate them to do a better job. There is an urgent need for management at the district level to institute end of year awards to particularly the junior staff who have committed much of their energy to work thereby contributing largely to the attainment of the mission and vision of the district. The study recommends that there should be financial decentralization from the central administration to the various sectors of the district. It is therefore necessary to decentralize financial administration at the Bondhere district that will enable management to meet the daily work challenges workers encounter on the various districts.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study investigated how public service motivation affects job performance in Somalia. This dissertation was structured into five chapters; chapter one provides the background, chapter two the literature review, chapter three the methodology, chapter four data analysis and chapter five recommendations and conclusion.

1.1 Background of the Study

1.1.1 Historical perspective

The term motivation to have first crept into psychologists' vocabularies in the early 1880s. Early functionalist philosophers and psychologist adopted the term motivation usually in reference to voluntary action behavior that shows direction (Bindara & Stewart, 1966). Initially, motivation was considered an entity that compelled one to action. However by the early twentieth century motivation became increasingly conceptualized in terms of instinct explanation. The concept of Public Service Motivation was formalized in the late 1970s and early 1980s by authors like (Buchanan, 1996). Since then, it has gained international prominence. PSM varies between employees and it is difficult to generalize the motivations of everyone who works in the public sector. With that said, PSM is an important driver in public sector employment. Motivation is the result of the interaction between the individual and the situation. Certainly, individuals differ in the motivational drive, but an individual's motivation varies from situation to situation, From culture to culture (Decenzo, 2001).

On the other hand the word motivation is coined from the Latin word motus, a form of the verb movere, which means to move, influence, affect, and excite. By motivation we then mean the degree to which a person is moved or aroused to act (Rainey, 1993, p.20). Dictionaries simply describe motivation as "the goad to action" (Mitchell, 1982) whereas scholars expand the term to the set of psychological processes that cause the arousal, direction, and persistence of individual's behavior toward attaining a goal (Greenberg, 2003). The latter definition underlines three

pillars of motivation. The first arousal has to do with the drive or energy that ignites behavior (Greenberg, 1992).

The second – direction – has to do with the type of behavior that is exerted and whether it is in line with demand or organization goal (Robbins & Judge, 2008, p.209). The third pillar – persistence – deals with the lastingness of behavior. Though, this factor is of less importance, because persistence can be simply defined as the reaffirmation of the initial arousal and direction processes (Mitchell, 1982).

In the most African countries differ what motivates employee, like Rwanda most public servants high job security and job opportunity motivates them. Many studies revealed that most African public workers are less motivated because of less salary and care compared to private workers and this causes public workers to be more corrupted (Iguisi, 2004). The prolonged civil war and insecurity following the collapse of the Somali state in 1991 have caused immense human suffering and material losses across the south-central regions. Leaving physical and emotional scars on all aspects of Somali society. In addition to death and destruction, the violent conflict has resulted in widespread displacement of people both within and beyond the country's borders. In 2011, the International crises group (ICG) reported that the workers of Somali government are more corrupted then the private workers.

Managers most often fulfill their organizational goals through the work of employees. Thus, managers need to have highly efficient and productive staff members. Although many factors contribute to productivity, job performance is viewed to be the most influential one. Job performance itself is a function of four variables: ability, understanding of the task, environment, and motivation (Mitchell, 1982, pp.82-83). Accordingly, in order to perform well employees need to have the knowledge and tools that are required for the job as well as the will to do what is asked from them. Therefore, motivation can be generally equated with action and the understanding of motivation unfolds to be a key to the success of any private or public organization.

For that reason, motivation has long been a central topic for scholars and practitioners. An abundance of theories and approaches were developed in order to explain the nature of employee motivation. Another handful of studies were conducted in an attempt to discover whether public sector employees have different motivation antecedents than their private sector counterparts. And indeed a special motivation theory, called Public Service Motivation (PSM), was conceptualized to explain how public employees differ from private workers in the level and type of their intrinsic desire to work and serve. Yet, grasping motivation should not be limited to theoretical aspects alone. Managers do not live in ivory towers and they need applicable ways to transfer the concepts of motivation into everyday life practice. This is especially pertinent to the public sector where the latest financial crisis presented governments with an exacerbated situation. On the one hand, the recession has increased the demands on public services, while on the other it has led to a collapse in taxation revenues and, in turn, a retraction in funding of public services (Public Affairs Ireland, 2010). Thus, public sector managers must motivate their employees to perform at the highest levels of productivity and effectiveness and get "more for less" (Perry & Porter, 1982)

1.1.2 Theoretical Perspective

The study was guided by the Public Service Motivation theory postulates that public employees are unique and differ from their private sector counterparts in so far as they are driven primarily by intrinsic motives rather than extrinsic ones, such as financial motivation (Anderfuhren-Biget et al., 2010, p.3). The idea of PSM was developed in response to the rise of the New Public Management movement since the beginning of the 1980s, which calls for the introduction of market-style mechanisms like performance-related pay into the public sphere (Perry/Wise, 1990, p.367; Perry (Perry & Hondgehem,2008) and Hondgehem, 2008, p.1). NPM proponents believe that public employees are motivated by their own self-interests, and thus their behavior should be controlled by extrinsic incentives (Perry and Wise, 1990, .367).

Early theories of motivation, mainly conceptualized during the 1950s, explain motivation in terms of the satisfaction of basic human needs (Greenberg and Baron, 2003, p.192). That is to say, a core set of needs provides the motive force for people's action (Dunford, 1992). Although heavily attacked and questioned during the years, need theories are probably "the best-known explanation for employee motivation" (Robbins & Judge, 2008; 209). I will describe five such theories, which also often receive the title "person as machine" theories, since their premise is that motivation is largely an automatic, mechanical, and unconscious response to internal human needs (Landy & Coote, 2010).

1.1.3 Conceptual perspective

According to (Stephen, 2000) motivation is the willingness to exert a persistent and high level of effort towards Organizational goals, conditioned by the effort's ability to satisfy some individual needs. The key elements in this Definition are intensity of efforts, persistence, and direction towards organizational goals and needs.

(Robbins, 2001) defined motivation as, the willingness to exert high levels of efforts to reach organizational goals, conditioned by effort's ability to satisfy some individual needs. Susan (Susan, 1995) defined motivation as an energizing force that stimulates arousal, direction, and persistence of behaviour. Motivation is both a force within an individual and a process used to get others to expend effort. Andrew (2000) says that motivation is concern with the "why" of Behavior; the reason people do things. Performance has a multiple dimensional concepts, focus on the relationship between financial factors and non-financial factors. Financial factors include sales growth; return on equity while non-financial factors include strategic goals, customer satisfaction ((Smith, 1976). According to (Roe & Sage, 1999) defined job performance as multi-dimensional concept which describe the behavioral aspect of employee in terms of productivity. Therefore this study adopted the definition of Robbins which defined motivation as willingness and high energy efforts.

Concept on Public Service Motivation was originated in the year 1982 showing its relationship to public services (Rainey, 1993). Perry and Wise (1990) stated that

Public Service Motivation (PSM) was the personal motive a person responded to basic motive of the organization in public services. PSM is viewed as the mechanism that reflects public service behaviors of public employee. (Robert, 2005) Reported that the manager's job is to ensure the work done through employees is possible, if the employees are self-motivated towards work rather directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard.

The latter definition underlines three pillars of motivation. The first – arousal – has to do with the drive or energy that ignites behavior (Greenberg & Baron, 2003: .190). The second – direction – has to do with the type of behavior that is exerted and whether it is in line with demand or organization goal (Robbins and Judge, 2008, p.209). The third pillar – persistence – deals with the lastingness of behavior. Norm-based motives refer to actions generated by efforts to conform to norms. Affective motives refer to those triggers of behavior that are grounded in emotional responses to various social contexts. It is commonly assumed that public sector organizations are more likely to employ individuals whose values and needs are consistent with the public service mission of the organization (Baldwin, 1984). The majority of research has examined differences between public and private sector employees on PSM-related dimensions such as reward preferences, the meaning of public service, job involvement, and job satisfaction (Rainey, 1993).

The second stream of research has attempted to capture and explain the multifaceted dimensions of PSM (Perry, 1996). One of the most commonly identified normative foundations for public service is commitment to the public interest. Downs (1967) argues that the desire to serve the public interest is essentially altruistic even when the public interest is conceived as an individual's opinion. Part (1996). Measuring Public Service Motivation pretation of public interest but still agree that the norm is integral to most conceptions of public service motivation. A desire to serve the public interest is only one value integral to the construct of public service motivation. Mosher (1992) classic Democracy and the Public Service, argues that the public service ethic involves a unique sense of civic duty. Buchanan

speculates that this norm derives from the state's sovereign power and the role of public employees as nonelected trustees of portions of this power.

(Muchinsky, 2003) who said that job performance is the set of worker's behaviors that can be monitored, measured, and assessed achievement in individual level. Moreover, these behaviors are also in agreement with the organizational goals. Staff's job performance is important factor to push forward to be excellent organization. In performance appraisal, there are many appropriate panels being the appraisers that each kind of appraisers has different advantages and disadvantages (Smithikrai, 2007). such as immediate supervisor, peer rating, committees, self-rating and subordinate. This study emphasized on self-rated job performance that is called "perceived job performance". It is summarized from the reviews of perception and evaluation of staff on their own actions or relevant behaviors and characteristics that influence organizational objectives and responds to organization's tasks. It can be shown by using systematic assessment process whose results can be used for appropriated managing organization's human resources from organizations.

The main reason for using self-rating scale is because of some special job characteristics of Ban Karuna. Most staff in this case study would finish their tasks or jobs by themselves and often work alone since they have a certain and particular duty of their own, hence their supervisors could not have a chance to follow or observe their performance while they were working. Besides, some of staff works in different workplaces, this implies that each staff might be the most appropriate appraiser for his/her own job performance in this study. Moreover, the limitation on being careful to the mental status of the juveniles imprisoned in this place is important to be concerned from serving the public.

1.1.4 Contextual perspective

In Mogadishu, city most district staffs seemed not to be satisfied with their jobs implying insufficient performance according to the UN Joint Programme on Local Governance and Decentralized Service Delivery. This was because; there was a high

rate of employee' absenteeism, work conflicts between staff of district and resident, a high rate of staff turnover, low morale and resident' complaints. The academic environment is changing completely as a result of major societal forces and technical advances, globalization, and the competition are discharge their duty on the organizational performances and creating new behavior s and challenges. Although many factors may influence the performance of an organization, there can be little doubt that delegating authority and quality of leader ship available in the organization is one of the most critical determinants of definitive job performance. On the other hand, employee performance is an important building block of the academic institution and factors which lay the foundation for high performance must be analyzed by the institution. It was therefore to the interest of the researcher to establish why job performance in Organization in Mogadishu was not sufficient.

1.2 Statement of the problem

Today it becomes necessary for every organization to have highly motivated employees in order to have outstanding performance on long term basis. Motivation is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Motivation can be intrinsic, such as satisfaction and feelings of achievement; or extrinsic, such as rewards, punishment, and goal obtainment. Not all people are motivated by the same thing and over time their motivations might changes (Richard, 1977). In Bondhere district the most important motivational factors are job opportunities in private sectors while public workers are less motivated because of both low reward system and delayed salary, poor working environment sometimes they go without salary therefore this cause that most public service employee in Bondhere district take bribery and acts of corruption when they serve the public District Local Council workers have displayed negligence towards their work through offering wrong advice to the District Commission members, who are the recruiting body and the political wing, absenteeism and late coming. This has been manifested by the wrong decisions made, that has attracted the Public Service Commission and complaints from the political wing during meetings in relation to poor advice. Late coming, poor time management and the failure to meet deadlines

for the preparation of important working documents has become a common practice. The staff appraisal exercise has also shown that duties and responsibilities are not being adequately carried out. However Bondhere district public service sector tried to motivate its employees with some basic physical needs for sustaining the human life, though still these have not been fully fulfilled to their beneficiaries according to the UN Joint Programme on Local Governance and Decentralized Service Delivery (JPLG), Annual Report 2010. Therefore these calls for the main question that this research seeks to address the level of public service motivation and job performance in Bondhere district Mogadishu, Somalia.

1.3 Purpose of the Study

The purpose of this study was to establish the relationship between Public service motivation and job performance in Bondhere district, Mogadishu, Somalia.

1.4 Specific Objectives

The study was guided by the following objectives;

- i. To find out which motivational measures are currently in place and their effectiveness in Bondhere district, Mogadishu, Somalia.
- ii. To examine whether a positive relationship exists between motivational measures and improved performance in Bondhere district, Mogadishu, Somalia
- iii. To identify ways to improve the performance and motivation of workers in Bondhere district, Mogadishu, Somalia.

1.5 Research Questions

- i. What are the motivational measures currently in place and their effectiveness in Bondhere district, Mogadishu, Somalia?

- ii. Which positive relationship exists between motivational measures and improved performance in Bondhere district, Mogadishu, Somalia
- iii. What ways can be put in place to improve the performance and motivation of workers in Bondhere district, Mogadishu, Somalia?

1.6 Hypothesis

H0: There is no significant relationship between public service motivation and job performance of the District

1.7 Scope of the Study

1.7.1 Content Scope

The study explored the current level of motivation of public workers and its impact of job performance Bondhere district, Mogadishu, Somalia.

1.7.2 Geographical Scope

The study was conducted and focused on public workers who stay and work in Mogadishu Bondhere district because it was easy and accessible in terms of language

1.7.3 Time Scope

This was a cross sectional design which focused on a four year period of time from in 2010 to 2014 and investigated the current level of motivation of public servant.

1.8 Significance of the Study

The study will be of huge benefits to decision makers and human resource managers in organization when dealing with human problem such as the menace of low productivity as appropriate policy decisions that affect their personnel would be made. The importance of workers motivation and job Performance should not be ignored by government as they promote the corporate objectives of the organization as well as the individual.

This research study would therefore serve as a guide to employers of labour as it would give them the understanding of the workers.

The study is also expected to provide additional information in this area and to government for effective efficient performance in respect of task and allocation of scarce resources for a result oriented state

1.9 organization of the thesis

The thesis is arranged in five chapters. Chapter one describes the research topic, background of the study ,identify the research problem ,objectives of the study, conceptual framework with hypothesis of the study ,scope of the study and significance of the study, the second chapter shows at the theoretical review, and the findings of experimental studies which have examined the public service motivation and job performance

Chapter three describes the methodology of the study, the statistical analysis techniques and Hypotheses testing. Chapter four presents with the data presentation and analysis of all information. Chapter five presents the discussion of the results, conclusions and recommendation of the research.

CHAPTER TWO

LITERATURE REVIEW

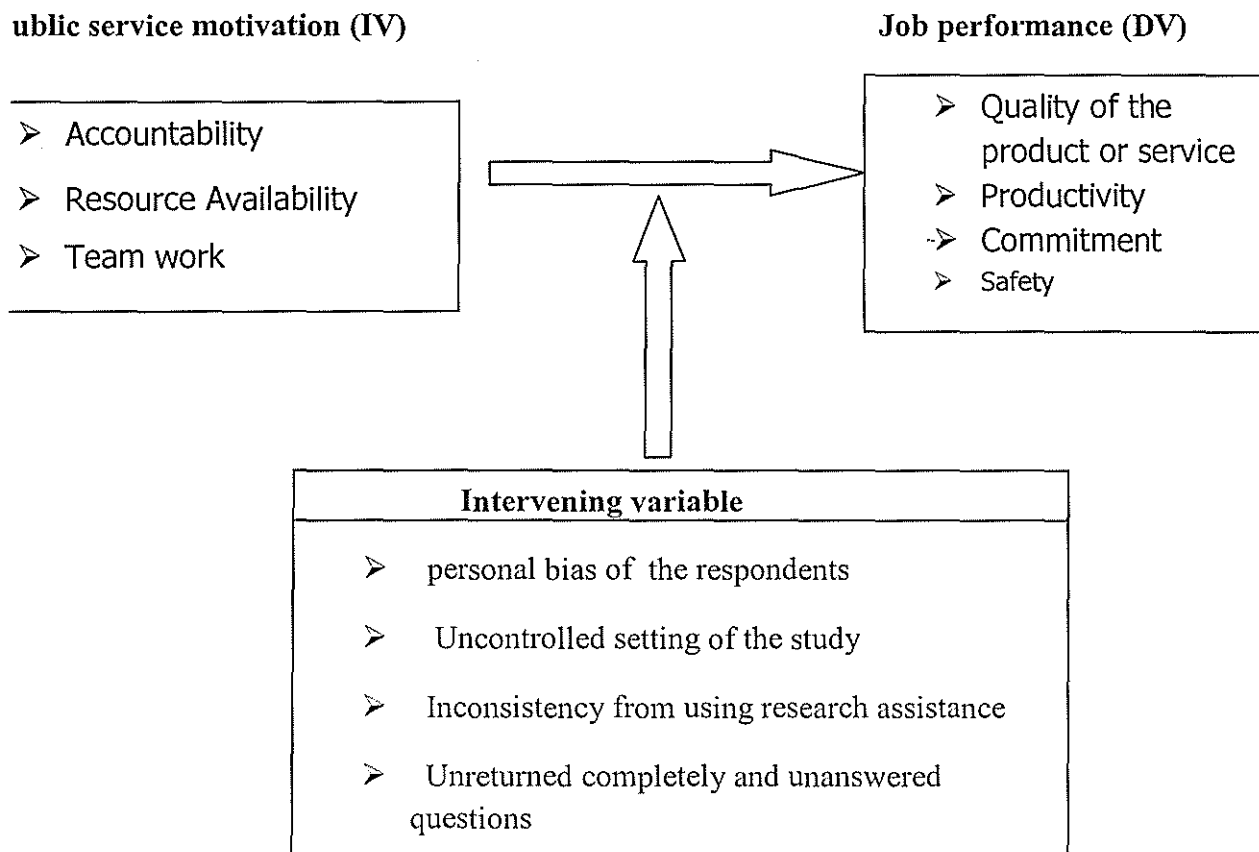
2.0 Introduction

This chapter reviews literature on public service motivation and job performance: the chapter is structured to include theoretical perspective, conceptual frame work and related literature.

The study was guided by the Public Service Motivation theory postulates that public employees are unique and differ from their private sector counterparts in so far as they are driven primarily by intrinsic motives rather than extrinsic ones, such as financial motivation (Anderfuhren-Biget et al., 2010:) The idea of PSM was developed in response to the rise of the New Public Management movement since the beginning of the 1980s, which calls for the introduction of market-style mechanisms like performance-related pay into the public sphere (Perry/Wise, 1990, p.367; Perry (Perry & Hondgehem,2008) and Hondgehem, 2008: .1). NPM proponents believe that public employees are motivated by their own self-interests, and thus their behavior should be controlled by extrinsic incentives (Perry & Wise, 1990, .367).

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2.2 Conceptual frame work showing the relationship between public service motivation (IV) and job performance (DV)



Source: Researchers conceptualization

According to figure I above, there was a relationship between public service motivation and job performance of Bondhere district in Mogadishu. If the staffs are allocated activities by creating departments, their expertise is considered and there is flexibility allowing them to take decisions, they are likely to be quality oriented hence becoming effective, efficient and dedicated to work. When the staffs are assigned responsibilities by putting them in positions of responsibility, there is likely to be quick decision making and sharing of load, there will be high productivity leading to taking on of extra load, high quality work, innovativeness and hard work. In case the staffs have power in the positions they hold for executing decisions, have control over situations and take decisions, they are likely to get committed to their work hence accepting responsibility, executing tasks, taking risks and discharge responsibility.

Accountability: is a central concept in comparative politics. Yet its growing popularity in a number of applied fields, including development policy, has resulted in a dilution of its content and introduced an undesirable semantic confusion. This paper argues that it may still be possible to recover from this state of affairs, by resisting 'conceptual stretching' as recommended by Giovanni Sartori. The paper contributes with a synthesized approach based on a widely recognized set of core features of accountability, and provides a typology of subtypes with examples. Implications for empirical research include the importance of distinguishing between accountability and responsiveness, and the difficulty of aggregating findings about different subtypes of accountability to construct general conclusions in causal form. The concept of accountability has a long tradition in both political science and financial accounting. In political science, (Locke, 2005)'s theory of the superiority of representational democracy built on the notion that accountability is only possible when the governed are separated from the governors (Locke, 1690/1980; cf. Grant and Keohane, 2005). It was also a major concern for the fathers of the American constitution, and few areas have been as fundamental to thinking about the political system in America as accountability (Dubnick & Romzek, 1993).

The central idea from that time is still with us: when decision-making power is transferred from a principal (e.g. the citizens) to an agent (e.g. government), there must be a mechanism in place for holding the agent to account for their decisions and if necessary for imposing sanctions, ultimately by removing the agent from power. In accounting, the concept's long tradition is more limited in scope, referring to financial prudence and accounting in accordance with regulations and instructions e.g. (Normanton, 1966). but the principle of delegating some authority, evaluating performance and imposing sanctions is essentially the same.

Teamwork: is an essential part of workplace success. Like a basketball team working together to set up the perfect shot, every team member has a specific role to play in accomplishing tasks on the job. Although it may seem as if one player scored the basket, that basket was made possible by many people's planning, coordination, and cooperation to get that player the ball. Employers look for people

who not only know how to work well with others, but who understand that not every player on the team can or will be the one who gets the ball.

The ability to work as part of a team is one of the most important skills in today's job market. Employers are looking for workers who can contribute their own ideas, but also want people who can work with others to create and develop projects and plans. Teamwork involves building relationships and working with other people using a number of important skills and habits:

When employees work together to accomplish a goal, everyone benefits. Employers might expect to "see" this in action in different ways. For example, team members in the workplace plan ahead and work cooperatively to assign tasks, assess progress, and deliver on time. They have professional discussions during which differing approaches and opinions might be shared and assessed in a respectful manner. Even when certain employees end up with tasks that were not their first choices, jobs get done with limited complaints because it is in the spirit of teamwork and with the overall goal in mind. A leader or manager may often serve as the teamwork facilitator. In this case, team members participate respectfully in discussion, carry out assigned tasks, and defer to the leader in the best interest of the goal. Consensus is wonderful, but not always possible, and an assigned leader will often support and facilitate the decision-making necessary for quality teamwork to exist

Resource availability: is important for biodiversity dynamics and community structure, and might alter biodiversity effects on ecosystem productivity and stability. We independently manipulated nutrient availability and species richness in aquatic algal microcosms. Little effect of species richness on biomass production was detected in either high or low nutrient microcosms. However, relative yield analysis and an additive partitioning method indicated greater complementarily effects in low than in high nutrient microcosms, and the complementarily effect showed no trend through time. The effect of species richness on the temporal variability of community was neutral in nutrient-rich environment, while a stabilizing effect of diversity was found in nutrient- poor environment. During a cold perturbation compensatory

growth among species was present only in the nutrient-poor environment, while community biomass was reduced only in the nutrient-rich environment. The responses of community and constituent species to cold perturbation were diversity-independent in each environment. Our results suggest that further investigations are needed into the effect of environmental context on the relationships between biodiversity, ecosystem processes, and ecosystem stability (Aarssen, 1997).

2.3 Review of Related Literature

2.3.1 Motivational measures currently in place and their effectiveness

Public service motivation (PSM) is about the motives people have for behavior (Wise, 2008). In general terms, PSM is thought of as "an individual's orientation to delivering services to people with a purpose to do good for others and society" (Perryan & Hondeghem, 2008). Although the definitions of PSM vary among authors (Perry & Wise, 1990; Rainey and Steinbauer, 1999; Vandenabeele, 2007), there is a common focus on motives and action that are intended to do good for others and shape the well-being of society (Perry & Hondeghem, 2008b). PSM is an individual, not a sector-specific, concept (Brewer and Selden, 1998), which prevails in the public sector, but it is different from public sector motivation or public employee motivation (Brewer, 2002; Pandey, Wright & Moynihan, 2008; Perry and Hondeghem, 2008b). Public service motives may be found in any sector of employment (Wise, 2000). Public service motivated employees in the private sector may engage in positive extra-role behavior, especially when they perceive the organizational culture to underline values that fit in with their concern for others and for society at large (Steen, 2008). Therefore, PSM can be found among individuals in both the public domain and the private sector (Perry & Hondeghem, 2008a).

PSM is a multidimensional construct with an overarching meaning (Perry & Hondeghem, 2008b). Building upon the research of Knoke and Wright-Isak (1982), (Perry & Wise, 1990) proposed that PSM was associated with three types of motives: affective, norm-based, and rational. These three types of motives are the foundation for the distinct dimensions of PSM. An individual may have rational,

norm-based, and affective motives that contribute to a single behavior (Brewer, Selden and Facer II, 2000). These three categories provide a useful framework for understanding PSM, -3 -but they also have limitations: First, the rational motives consider the possibility of self-interested motives (Wise 2000; Wright & Pandey 2008); and these three types of motives do not distinguish between normative and affective motives conceptually (Wright & Pandey,2008). Thus the construct of PSM needs to be improved conceptually in order to facilitate international research.

The construct of PSM was sharpened by (Kim, 2010) they proposed that PSM is associated with three types of motives: instrumental, value-based, and identification. The value-based motives concern terminal public values that individuals want to achieve through their behaviors and actions (Bozeman, 2007). The identification motives concern people, groups, or objects that individuals want to serve. Affective bonding with others is the emotional basis of behavior for serving others (Knoke & Wright-Isak, 1982). the instrumental motives concern the means to perform meaningful public service. These three refined motivational components are focused on value for what, attitude for whom and behavior how the value-based motives are related to values and ethics, the identification motives to attitude, and the instrumental motives to behavior. For satisfying the instrumental, value-based, and identification motives of public service, individuals may be willing to sacrifice some private interests and to accept less monetary rewards, while giving more effort and commitment to public service. Thus self-sacrifice is a foundation of realizing public service motives (Batson, 1991). Based on self-sacrifice, individuals are likely to perform acts that are intended to do well for others and shape the well-being of society as a way of satisfying their personal needs. The greater the strength of one's PSM, the more likely he or she is to engage in behaviors that benefit the public, even with the loss in tangible individual rewards (Wise, 2000).

A measurement scale for PSM was developed by (Perry, 1996) scale have examined the antecedents and effects of PSM. However, previous studies show that the four dimensions of PSM have limitations. In some cases, dimensions were left out of the analysis because they were ill-fitting (Castaing, 2006) whereas in other cases

additional dimensions were created to cover the full extent of what PSM conceptually meant in a given environment (Gianque et al.,2009; Vandenabeele, 2008b)- Such diversity will limit the ability to replicate and build upon previous findings (Wright, 2008)).

Accordingly the dimensions of PSM were refined in order to better explain and predict public service–related behavior cross-nationally by Kim and Vandenabeele (2010). First, the dimension of attraction to policy making was refined as the dimension of attraction to public participation, and second, the dimension of commitment to public interest was refined as the dimension of commitment to public values. Thus, the dimensions of the PSM construct were refined as attraction to public participation (APP), commitment to public values (CPV), compassion (COM), and self-sacrifice (SS) (Kim & Vandenabeele, 2011).

An individual's PSM is determined by the individual's attraction to public participation, commitment to public values, compassion, and self-sacrifice. For example, if any one of these dimensions increases, PSM would increase; conversely, if a person's PSM increases, this would not necessarily be accompanied by an increase in all dimensions. Dropping one dimension may alter the meaning of PSM because each dimension provides unique contribution to PSM. That is, the dimensions of PSM combine to produce PSM. Researchers should include all dimensions that form PSM in the study. PSM needs to be defined as an aggregate construct, meaning that PSM is a composite of its dimensions that have several indicators (Kim , 2010).

Developing Possible Items: PSM is conceived as a second-order construct with its dimensions as first-order factors and items of the dimensions as observed indicators (Kim,in press; Kim and Vandenabeele,2010). The dimensions represent different aspects of PSM; each dimension captures a distinct and potentially unique form of PSM; the dimensions may have different antecedents and consequences as well as different characteristics and theoretical backgrounds (Moynihan & Pandey, 2007).

In sum, PSM is a formative construct because it can be defined as a linear sum of its dimensions (Kim and Vandenberg, 2010). Each dimension such as APP, CPV, COM and SS has several reflective indicators based on the following criteria (Jarvis, MacKenzie, & Podsakoff, 2003); the relative homogeneity and -interchangeability of indicators pertaining to each dimension, the high degree of variation among indicators of each dimension, and the expectation that the indicators of each dimension are likely to be affected by the same antecedents and have the same consequences. Reflective indicators are essentially interchangeable and adding or removing indicators does not change the essential nature of a dimension. Based upon the paper by (Kim and Vandenberg 2010), the proposed items on four dimensions were developed. The actual selection of items was a mix of pre-existing items that loaded highly on PSM dimensions in multiple studies (Giauque et al., 2009; Kim 2009a; Perry 1996; Vandenberg, 2008b). Where appropriate items were not available, new items were drafted from other previous studies. Initially 35 items were proposed

Positive relationship exists between motivational measures and improved performance

Recognition vs Feedback; It was mentioned above that recognition deals with intangible incentives such as the show of appreciation in the form of a pat on the back or a good word, or the provision of praises like trophies, thank you letters, and plaques. Recognition always has a positive connotation and it acknowledges good behavior or actions. Feedback, on the other hand, can also address poor performance and has a more formal and structured nature than recognition. Growth, Career Development, and Training some motivation theories suggest that training can serve as a motivator. Others encourage offering career perspectives. The rationale behind these recommendations may be different, but foremost it is rooted in human's growth-need. For that reason, I decided to group all three as one motivational factor, though in the tactics chapter career development and training will be treated separately.

Participation vs. Responsibility/Autonomy: participation involves consulting with people on work-related matters and allowing lower level employees to actively take part in managers' decision-making process. By contrast, responsibility/autonomy refers to freedom that manager's delegate to their subordinates in the process of carrying out their tasks. That is, managers define what needs to be done (the "what") and entrust their workers with the ability to come-up with their own implementation plan (the "how") Relatedness and Commitment these two underpin belongingness feelings that bring employees to undertake actions for the sake of the group or organization regardless of personal benefit (Van Wart, 2008) calls this factor "inspiring.

Achievement/Challenge/Goal-setting – a number of theories assert the importance of the sense of success or achievement as a behavioral driver. Others emphasize the necessity of challenge in the workplace and the benefits of clear goals. I hold up the opinion that these three elements are interrelated in a causal relationship – goal-setting serves as a mean for creating a challenging job that, in turn, promotes feelings of achievement upon task accomplishment. Hence, they are grouped together.

Working Environment vs. Interpersonal Relationships vs. Fairness– Working environment in some textbooks and articles is regarded as an employee's entire surrounding in the workplace e.g. (Perry & Porter, 1982). However, I believe it is conducive to divide this criterion into three: working environment, which refers to physical conditions in the

Motivating Public Sector Employees organization, such as the availability of clean lavatories; interpersonal relationships, which refers to the atmosphere in the organization, e.g. personal friendships; and fairness, which deals with processes in the organization, i.e. how people are being treated and organizational rules of conduct are administered.

Intrinsic motivation and Performance: Intrinsic motivation like recognition creates role models and communicates the standards. These constitute the great performance. (Bennell, 2004) noted that the emergence of a sizeable private education sector has further diversified the teaching force and improved their recognition. Private sector employees are often seen in a more positive light by parents and the wider public because they are harder working and usually less well paid, but achieve better learning outcomes. Where private sector provision is growing rapidly with strong public approval like in Kampala District, this is a strong intrinsic motivator to the otherwise downward pressures on teacher status.

A study of what motivates senior managers by (Analoui, 2000) revealed discontent with the managerial style and traditional attitudes of top management who took things for granted. Good work and high quality performance were not often recognized. The old style and culture of passive interaction still persisted especially in ministries and other government organizations where some top management was referred to as old guards who had not really changed. Lack of recognition is not always a direct consequence of the presence of old values and traditional managerial styles.

Bennell (2004) further noted that most employees want to be posted to urban schools for both professional and personal reasons. The size of the rural-urban divide in most countries creates enormous disincentives to being posted to a rural school. He indicated that employees want to remain in urban areas for a variety of reasons, most notably the availability of good schooling for their own children, employment opportunities for spouses and other household members, the desire to maintain often close knit family and friendship networks, opportunities for further study, and poor working and living conditions in rural schools. The much greater opportunities for earning secondary incomes in urban locations are also a major factor. Being posted to a rural primary school can, therefore, severely affect their ability to undertake further studies as well as earn additional income.

Stone, (1988) also found that the job performance and intrinsic reward relationship follows the social challenge theory; employees' performance is giving back to organizations from which they get their satisfaction. The relationship between intrinsic motives and performance is better explained by the expectancy theory espoused by Vroom found in Cole (1995). According to Vroom, perception that effort will lead to effective performance (expectancy), that performance will lead to available (valence) combined to create a strong reward for an individual to put in effort to achieve a level of performance and obtain motivation at the end.

Extrinsic reward and Performance: Okino in the New Vision newspaper (2012), reported President Hassan of Somalia saying that the provision of houses to employees was a major incentive to performance of employees. According to Mahamud, head employees did not live near schools; thus spending a lot of time traveling to schools. On this note, Dungu, (2000) also cited this problem of residential accommodation in some of the countries of sub Saharan Africa. He noted that many primary school employees were given small house allowance to cater for their residential accommodation which forced them employees to reside in poor houses. On the other hand, Farel (1993) also observed that employees who fail to get institutional houses had to look for accommodation elsewhere; a situation which results into rewards of employees to effectively performs at work.

Wayne (1998) asserts that a reward in form of pay has strong effects on the employees 'performance. Bratton (2003), agree with Wayne when they state that pay is one of the most powerful motivating tools. Similarly, Armstrong (1996) emphasizes the value of extrinsic motivation when he says that money provides the means to achieve a number of different ends. Above all he asserts that money in form of pay is the most obvious extrinsic reward. Kiseesi, (1998), in her study about job satisfaction of workers recommends that salaries of workers should be paid promptly and that promotion of workers should be accompanied by a corresponding increase in the salary they earn. She observes that salary was a strong force that kept employees at their jobs. The researcher feels that this is recognition of the fact that salary is vital in causing satisfaction among workers and hence likely to

influence performance.

A study on difference among levels of employees in terms of motivation was researched by Maicibi, (2003) who observed that motivation such as sickness payment, contributory pension schemes, free life insurance and subsidized canteens are fairly evenly spread across all levels of employees. Maicibi (2003) in agreement with the above view noted that salary was a job satisfier for junior staff in organization in Somalia, while not a strong satisfier for senior non –teaching and academic staff.

Therefore, all employees in schools need the desire to be satisfied at work and once all employees are motivated, their performance will definitely increase and they will see a point in what they are doing, which improves the work morale of employees.

Complaints about the big teaching load of employees have been reported by Ward, (Penny & Read 2006). In Somalia, the Ministry of Education raised the teaching load of secondary school employees to a minimum of 26 periods per week (out of a possible total of 40) in 2002. However, employees protested to the President who reduced the number of periods to the original level of 18 per week. There are usually major differences in teacher workloads according to school size, type and location as well as subject areas. The most common reasons for low teaching loads are small schools, overcrowded curricula with too many specialized employees, insufficient classrooms, and a predominance of single subject employees. Private primary schools often have strong incentives to expand classes in order to maximise fee income. If, however, the financial payoff to employees for teaching extra classes is not increased sufficiently then this can result in lower rewards.

Kavarlemo (2000) on the other hand re-affirms this in a study by the application of Maslow's hierarchy of needs theory of motivation in a school situation and stated that employees need a wage sufficient to feed, shelter and protection of their families if they are to dedicate their energies and time to school obligations other than for survival. Ouma (2007) also added that employees need assurance of sustainability of above basics so as to continue pursuing organizational goals.

According to Butkus & Green (1999), motivation is derived from the word "motivate", means to move, push or persuade to act for satisfying a need. Baron (1983) defined motivation in his own right. He says that "motivation is a set of processes concerned with a kind of force that energizes behaviour and directs it towards achieving some specific goals. Many writers have expressed motivation as goal directed behaviour. This objective nature of motivation is also suggested by Kreitner & Kinicki (2001) put forward that motivation represents "those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed".

A motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

Mo (1992) differentiates between the terms „movement“ and motivation“. Movement carries out the task for compensation, remuneration in humans mind to act, while the term motivation is stapled with total involvement of a person in its tasks to carry out with excitements and happiness. In simple words, movement compels a person to carry out tasks, while motivation is self-realized jubilant and pleasing act of carrying out specific tasks. The researcher emphasizes on motivation which is basis for the success because the person involved in it is very happy and voluntarily excited not for compensation. Motivation is reason for individuals“ accomplishments to carry out the project (La Motta 1995). There are many aspects of motivation in an organization; a person motivated by those aspects may not necessarily motivate

another person, because there are many different factors that affect motivation for different level employees.

On reaching the understanding and believing that people (employees) are naturally motivated, an organization simply provide the environment for their motivation to be enhanced and so improved (Baron, 1983). It means that an organization is a better environment and working atmosphere provider, it only needs to believe that the people have the motivational behaviour. Lawler (2003) noted that different theories questioning why people prefer certain careers, why they seek particular reward and why they feel satisfied or dissatisfied with their work and rewards. These are some of the resonating questions that create so many assumptions and hypotheses to be researched.

2.4 Improving the performance and motivation of workers

The supervisor's relationship to reporting staff is the single most important factor in employee retention. Stay on top of what your staff needs and wants to provide a work environment for employee rewards. Employee reward is a common interest from supervisors and managers who are responsible to oversee the work of other employees. You can increase your efforts to improve employee rewards. The big seven actions and behaviors that you can make happen every day for employee reward are covered in this article. I'm willing to make a serious bet that, if you pay constant attention to these significant factors in employee reward (Zaffron, 2009); you'll win with motivated, excited, contributing employees.

Organizations motivate employees by investing in them. Motivating people is not just about a financial investment though, but also an emotional one. A motivated workforce has more productive employees and this translates into bottom line cost savings. On the other hand, motivated employees positively effects corporate culture, resulting in many intangible but equally important returns (Latham & Wexley, 1994).

Rewards: To get the best performance from employees, there needs to be some sort of rewards beyond the weekly paycheck. Reward can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to management and direct involvement from management into the daily tasks. Effective reward can create a productive work force, but a lack of motivating factors can leave employees searching for reasons to give their maximum effort (Wright, 2006).

Commitment: Employees that feel as though the company has made a commitment to employee success tend to perform better, according to Personnel Systems Associates. Commitment means offering a competitive rate of pay and benefits package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work. Commitment shown by the company is returned in the form of commitment from employees (Kleiman, 2000).

Employee Evaluations: An effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the chance to point out what she has learned throughout the year. Managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. Comprehensive employee evaluations are important to the ongoing performance of employees (Daniels, 1991).

Reward System: Not only should a reward system be in place, but employees should believe that the reward is attainable, understand how to qualify for the reward and be confident that the reward is fairly distributed. For instance, if the reward system is based on performance evaluations, then employees must be confident in the way evaluations are conducted and managed (Daniels, 1991).

Relationship with Leaders: The actions of the company's leaders can significantly effects the reward of employees, especially those that are negative, unfair or do not provide clear instructions or explanations. When employees lose faith in the management, they lose the desire to work harder or feel that their accomplishments will not be recognized. The company's leaders should have open communication with employees so that employees understand why they are being asked to do things a certain way or why changes are being made, plus they should be positive and treat all employees fairly.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

In this chapter presented the research methodology which consisted of the following sections: section one research design section two target populations, section three sampling procedure section four research instrument section six data gathering procedure, section seven Data Analysis, Section eight Ethical consideration and final section was limitation.

3.1 Research Design

The study followed a descriptive design, descriptive co relational, It was descriptive in that it described the characteristics of respondents. The descriptive co-relational design was used to determine significant relationship between the level of public service motivation and job performance in Bondhere district. It was cross-sectional in that, data was collected from all respondents at one time. It was a survey because it involved a large number of respondents. The design was useful in identifying variables & hypothetical constructs which can be further investigated through other means and it was an indirect test of a theory or model of public service motivation and job performance.

3.2 Research Population

Although, the study investigated Public servant motivation and Job Performance and the target population included Local governments but exact number of the population was considered as unknown sampling framework. However, the researcher developed characteristics of the potential respondents. Among the characteristics, included that; the respondents be diverse in terms of the following main variables such as gender, age, qualifications, and different Public sizes.

3.3 Sample Size

From the population of 400 residents in the Bondhere district, a sample of 200 was selected.

This was computed using Slovene's Formula for computing samples, which stated as follows

$$n = \frac{N}{1+N(e^2)}$$

Where n = required sample size,

N = population size,

e =level of significance which was equal to 0.05. From this formula, the sample was computed as follows

$$n = \frac{400}{1+400(0.05^2)} = \frac{400}{1+400(0.0025)} = 200.$$

3.4 Sampling procedure

The researcher used systematic random sampling to select the above mentioned sample from the given population since the list of respondents was available from the staff registrations in the District and respondents also accessible in one gathering. The researcher selected a respondent every after interval of 2 which was the systematic random number. This interval was computed using the below formula,

$SRN = \frac{N}{n}$, where SRN was the systematic random number

N = population size

n = sample size

Here $N = 400$, $n = 200$

So $SRN = \frac{400}{200} = 2$

This means every 2nd respondent was to be selected

3.5 Data Collection Methods

Data was collected using three methods. These included self-administered questionnaires; focus group discussion and documentary review.

Self-administered questionnaires and focus group discussion were used because they enable the researcher obtain first-hand information from the field. Data was

obtained from respondent categories indicated. The type of data included social demographic characteristics of the respondents (age, gender, level of education etc.), perceptions about the study variable etc. Documentary review enabled the researcher to obtain information on already existing literature about public service motivation and job performance. This information was collected from reports, circulars newspapers, Magazines and internet.

3.5.1 Questionnaire survey

A self-administered questionnaire was used in the study and targets all respondents. Mugenda and Mugenda (2005) states that questionnaires are used to obtain vital information about the population and ensure a wide coverage of the population in a short time. In addition Sekaran (2003) states that questionnaires are an efficient data collection mechanisms where the researcher knows exactly what was required and how to measure the variables of interest. He further asserts that administering questionnaires to a number of interests simultaneously was less expensive and time consuming and does not require much skill to administer as compared to conducting interviews.

Closed ended question were used with detailed guiding instructions as regards the manner in which respondents were required to fill them independently with minimal supervision. This made possible due to the fact that majority of the respondents are able to read and write and in instances where the respondents are illiterate, a research assist trained by the researcher was used to translate questionnaire into the local language and fill them according to the responses provided by the respondents. Closed ended questionnaires were pre-coded answers according to themes from which respondents were asked to choose the appropriate responses. Respondents were given ample time to fill and return questionnaires later when they are through.

3.5.2 Focus group discussions

Focus Group Discussions (FGD) are a good way to understand the perspectives of a community, because interpersonal communication was useful in highlighting cultural values or group norms (Kitzinger, 1995). The researcher employed the snowball method to get the participants for the focus group discussions. Involvement of participants encourage them to discuss things with each other; ask each other questions, add comments on each other's opinions or experiences and share their own views and experiences.

Focus groups are meant to explore people's knowledge and experiences: what people think how they think and why they think that way (Robinson, 1999). The method also used to investigate how people's opinions or views are constructed. In this way, focus groups are well-suited for research which focuses on the process of decision-making and opinions related to family planning. Although the topic may be seen as sensitive, the researcher tried to challenge people's general and common opinions and experiences. The researcher conducted four focus group discussions with each was made up of 12 respondents both male and female villagers; men, women, boys and girls. Couples in particular and other people who cannot read and write properly. The focus group discussions will lasted 2-3hours and were recorded with an IC recorder and the total number of the discussion group respondents was 50.

3.6 Validity and Reliability of the Instrument

Validity referred to the degree to which results obtained from analysis of the data actually represents the phenomenon under study. The validity of the research instrument was determined by pre testing. Mugenda & Mugenda (2005) assert that pre testing ensures clarity and accuracy of results so that data collected gives meaningful, reliable results representing variable in the study. Pre-testing helped to estimate the time needed to take, to fill the questionnaires, pre-testing will be done by administering to ten (10) respondents within the study population but outside the sample. Questionnaires were scrutinized by five colleagues at Cavendish University Uganda for their peer opinion on content and accuracy. Results from the field and

opinion of colleagues helped identify gaps and make modifications to the instruments where necessary. The supervisors were also be notified accordingly.

In calculating validity the researcher ensured that questions are relevant in order to ensure that data collected give meaningful and reliable results represented by variables in the study (Mugenda & Mugenda, 1999). The researcher used the following formula to establish validity of the research instruments as seen below.

$$\text{Content validity Index (CVI)} = \frac{\text{Agreed items by all judges as suitable}}{\text{Total number of items judged.}}$$

If the overall Content Validity Index (CVI) of the instrument was equal to the average acceptable Index of 0.7 or above, then the instrument were accepted as valid (Amin 2005)

3.6.2 Reliability

According to Mugenda & Mugenda (1999), reliability refers to the measure of the degree to which a research instrument yields consistent results or data after repeated trials. Cronbach's Alpha coefficient will be used to measure reliability of the instruments.

Accordingly to Sekaran (2003), an alpha of 0.7 or higher was sufficient to show reliability; the closer it is to 1 the higher the internal consistency in reliability (Sekaran, 2003). The questionnaire were pre tested using ten (10) respondents within the offices and the reliability results were computed using the Statistical Package for Social Scientists (SPSS) and the scores will be evaluated as below:

$$\text{Overall} = \frac{\text{Total number of alpha output}}{\text{no of variables.}}$$

$$\text{Total number of items} = \text{Summation of number of item for all the variables.}$$

3.7 Data Gathering Procedure

The following data collection procedure was implemented:

3.7.1 Before the administration of the questionnaire

After the research thesis was approved, the researcher was first obtain an authority letter from the student Affairs and Registration department of Kampala International University to authorize the researcher to carry out a research about public service motivation and job performance. Data were collected from both primary and secondary sources; primary data were obtained from key directors and staff and, Secondary data were obtained through reviewing related literature such as published books, magazines, journals and internet sources.

3.7.2. During the Administration of the questionnaire

Specifically, the researcher was seriously particularly requesting the respondents of the following: (1) to sign the informed consent; (2) to answer all questions hence should not leave any item unanswered; (3) to avoid biases and to be objective in answering the questionnaires. The researcher was trying retrieving the questionnaires within two weeks from the date of distribution.

3.7.1 After the Administration of the questionnaire

The data collected was organized, summarized, statistically treated and drafted in Statistical Package for Social Sciences (SPSS) with 16 versions.

3.8 Data Analysis

As previously mentioned, the descriptive and correlation design were used for data analysis. Analysis was carried out with the aid of the Statistical Package for Social Sciences, (SPSS Version 17.0). Descriptive statistics was used to describe the variables in this study. Descriptive statistics was used of measure of central tendency such as mean, mode and median (sounders et al., 2009).

Table showing the mean range of the study

Mean Range	Response Mode	Interpretation
4.20- 5.0	Strongly Agree	Very Good
3.40- 4.20	Agree	Good
2.60-3.40	Neutral	Normal
1.80-2.60	Disagree	Poor
1.0-1.80	Strongly Disagree	Very poor

Source: Primary data, 2015

3.9 Ethical Considerations

It was important during the process of research for the researcher to understand that participation is voluntary; participants are free to refuse to answer any question and may withdraw any time. Another important consideration, involves getting the informed consent of those going to be met during the research process, which involved interviews and observations bearing in mind that the area bears conflict.

Accuracy and honesty during the research process was very important for academic research to proceed.

The researcher treated the project with utmost care, in that there should be no temptation to cheat and generate research results, since it jeopardizes the conception of research.

Personal confidentiality and privacy were very important since the dissertation was public. If individuals had been used to provide information, it was important for their privacy to be respected. If private information has been accessed then confidentiality has to be maintained (Stephen, 2002).

3.10 Limitations of the Study

There were limitations that faced the researcher and they included:

Extraneous variables which were beyond the control of the researcher such as honesty, personal biases of the respondents and uncontrolled setting of the study

The use of research assistants brought about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants were oriented and briefed on the procedures to be done in data collection. Not all questionnaires were returned back neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. To overcome this threat, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

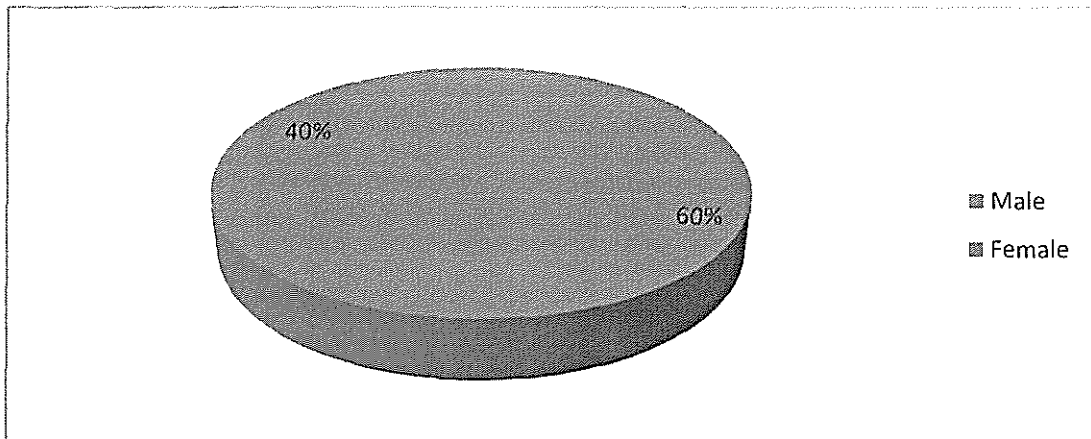
4.0 Introduction

This chapter presented the facts, which the research discovered. The findings were presented in line with the objectives of the study whereby the raw data in form of questionnaires was edited and interpreted which ensured uniformity, legibility and consistency. The data-filled questionnaires were copied and analyzed by tallying and tabling in frequency tables while identifying how often certain responses occurred and later evaluation was done. The information was then recorded in terms of percentages. Also, interview results were coded on frequency tables which were calculated in terms of percentages and presented in this study as illustrated below.

4.1 Background Characteristics of the respondents

The Background information of the respondents was important because they comprised of both sexes but of different marital statuses and age groups from various settings. This was intended in order to get a variety of views and unbiased responses which made the study a reality. The respondents were divided into the Bondhere district local government officials, District councilors, and other authorized persons. The findings are shown in the figures below;

Figure 1; Gender of the respondents

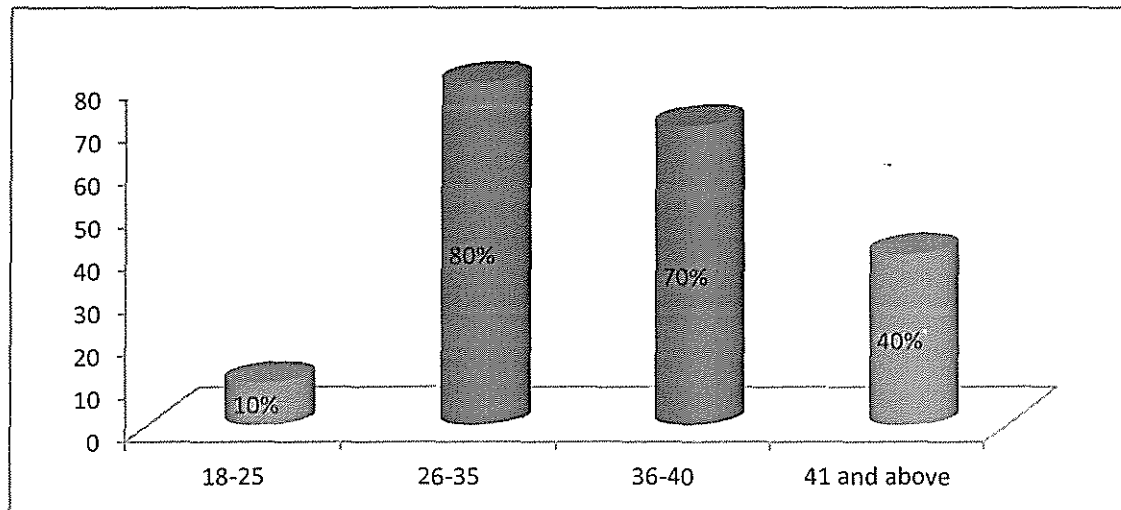


Source: Primary data, 2015

From figure one above, out of 200 employees interviewed, 60% were males and 40% were females. This disparity suggests that decisions and policies concerning

motivation were likely to be skewed towards the welfare of male staff. This can lead to dissatisfaction and disgruntlement among female staff which affect their performance considerably.

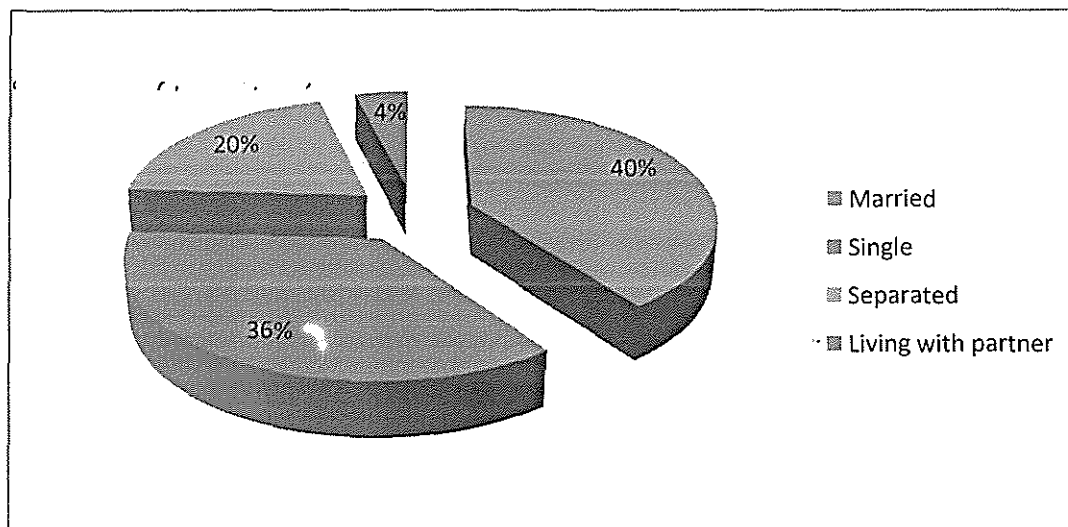
Figure 2; Distribution of Respondents



Source: Primary data, 2015

From the figure 2 above very few respondents from the Bonghere district were in the range of 18-25 years. Age more often than not, comes with experience, which in district such as Bondhere, is needed such handle challenging task such as supervision of district local government activities. As propagated by Abraham Maslow in his of Hierarchy Needs, those within this category are preoccupied with higher order needs such as esteem, and self-actualization, having had their lower order needs taken care off (Maslow, 1943). The 80% constituted the youthful age which was in the range of 26-35 and this means the district has future, since every government sector survival depends on the future generation also 70% of the respondents represented age range between 36-40 were also mature people with great background and history of Bondhere district a very import issue as far as motivation and performance of employees was concerned.

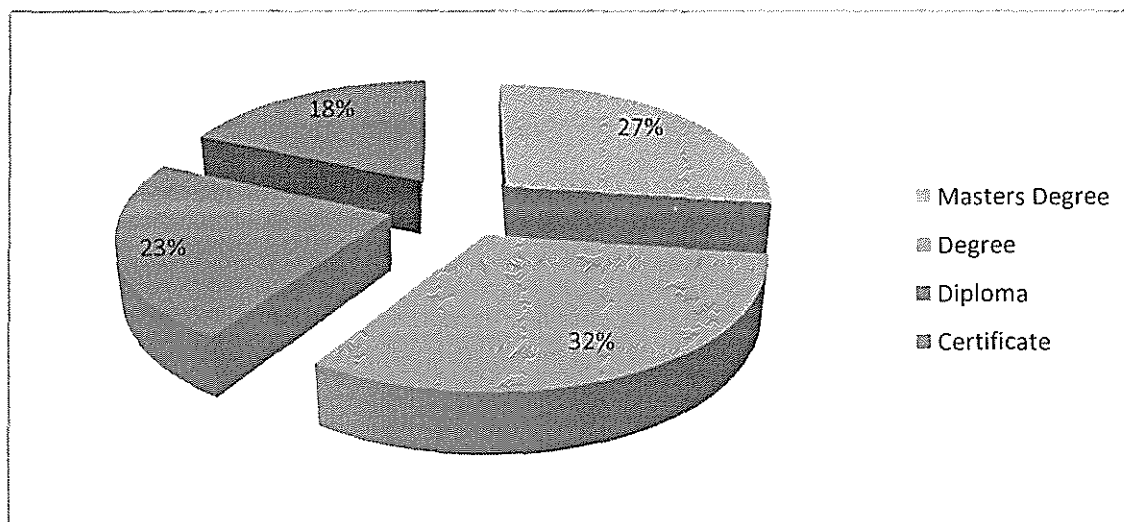
Figure 3; Classification of respondents by marital Status



Source: Primary data, 2015

An assessment of the respondents' marital status was as follows; the biggest percentage of the respondents were found to be married as shown by 40% where as 36% of the interviewees were single, 04% of them were living with partners but were not officially married lastly 20% of the respondents were separated from their spouses as illustrated in figure 3 above.

Figure 4; Respondents level of education

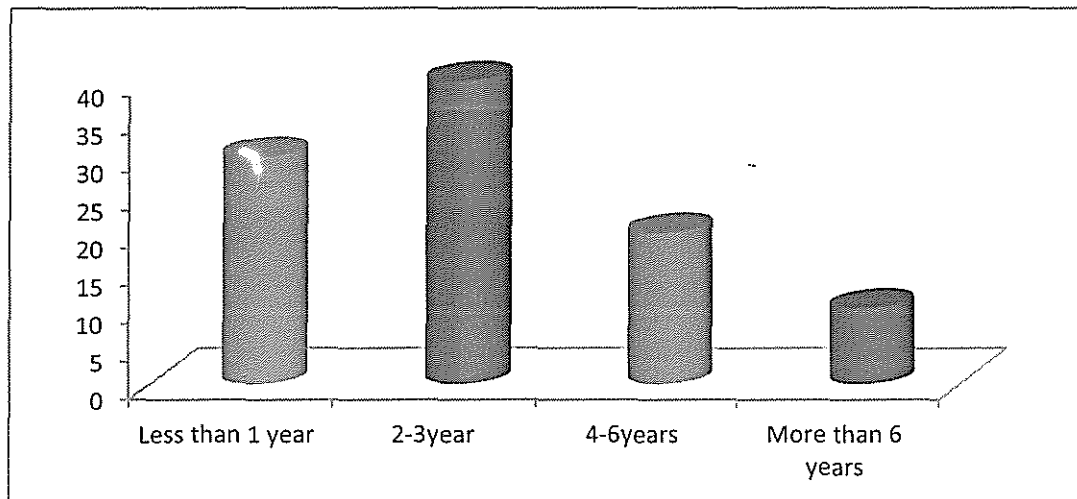


Source: Primary data, 2015

The biggest percentage of respondents were found with bachelor degrees as it was revealed by 32% of the respondents, then 27% represented respondents who had

Masters degrees in different fields whereas 23% of the interviewees were Diploma holders, 18% of the respondents had Certificates as shown in figure 4 above.

Figure 5; Period respondents had worked with the Bondhere district



Source: Primary data, 2015

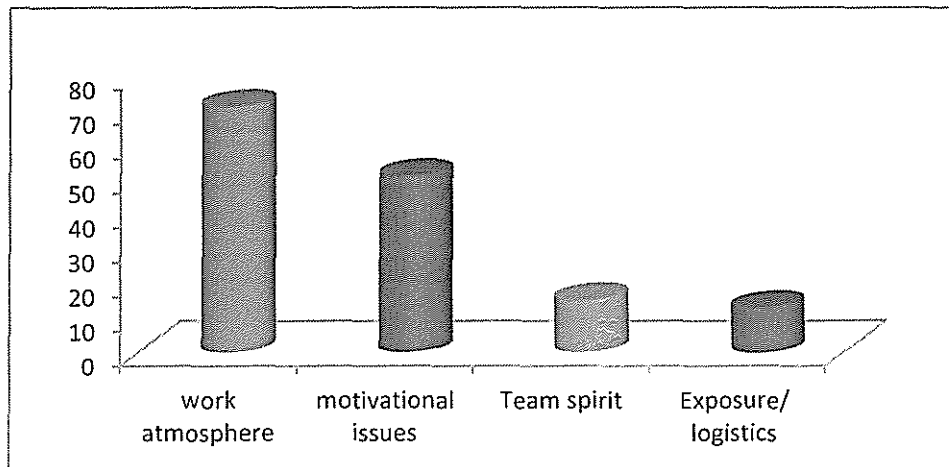
Numerous responses were received when respondents were asked the period they had worked with the Bondhere district and they were as follows; the biggest percentage showed by 40% said they had worked with Bondhere district between 2-3 years whereas 30% of the respondents said they had worked for less than a year, 20% of the respondents said they had worked with Bondhere district for between 4-6 years and lastly 10% of the respondent had worked for more than 6 years.

4.2 Objective One: Motivational measures currently in place and their effectiveness in Bondhere district, Mogadishu, Somalia

The effective performance of an employee is very critical for any public service, because for any sector to survive in a much depends on competitive environment to survive depends on workers. The factors that influence employees were taken into consideration and the work atmosphere was there and good cordial relationship among was indicated to be very influential. In view of the figure shown below that 71% of the workers believed that when the work atmosphere is conducive they will be able to perform their duties well. However, 51% of the respondents were of the view that motivational issues in the form of monetary and non-monetary reward influenced zeal. This therefore means that, even if workers are given 46 more

monetary rewards without maintaining a good work atmosphere, it was not yield high performance at work. Logistics in the form of tools and equipment which were the facilitators of good work performance in every establishment constituted 13% and was not regarded a major factor as far as public service sector performance is concerned.

Figure 6; Factors that influence employee performance



Source: Primary data, 2015

The implication of the figure shows that work atmosphere largely determine worker performance in the Bondhere district and even though other factors are equally important but they only play a complementary role in worker performance in the district. Management should take precautionary steps to incorporate all the factors that influence employee performance.

The first objective of the study was how motivation of public servant improves job performance in Bondhere district, Mogadishu, Somalia. The items showed the average response from the respondents for each item in relation to motivation of public servant and job performance. The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree.

4.2.1 Motivation of public servant and job performance in Bondhere district, Mogadishu, Somalia

Using item means of motivation, an assessment of how motivation of public servant improves job performance was carried out. The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.1 below:

Table 1:4.1: Frequencies of motivation of public servant in relation to job performance

	Item	Min	Max	Mean	Std. Dev
1.	Thank You Note	1	5	2.45	1.23
2.	Appreciation of work done	1	5	2.74	1.01
3.	Certificate for outstanding service or ideas	1	5	2.65	1.10
4.	Development Opportunities	1	5	3.45	1.32
5.	Employee Award	1	5	1.22	0.71
6	Years of Service Awards	1	5	1.33	.719

Source: Primary data, 2015

The results shown in table 4.1 above reveal that, respondents agreed that thank you note were normally used at Bondhere district (mean=1.23, greed). Respondents strongly agreed that; appreciation of work done was sometimes done at the district as revealed by; (mean= 2.74, strongly agreed) and responses on whether certificate for outstanding service or ideas were always awarded at the district and was represented as follows (mean= 3.45, agreed) as some respondents emphasized that employee award (mean= 1.22, strongly agreed). An analysis on years of service awards were as follows; (mean=1.33, agreed) also this was emphasized by views from interview guide.

The findings imply that recognition leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes. This finding is in

line with Helpota, (2005) arguments that recognition as a form of internal motivation has variables which are not skewed towards a peculiar variable. This view is supported by Boeree (2006) in his analysis of public and private sector job performance. He contends that variables that tend to motivate people are always evenly distributed. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that recognition leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance.

4.3 Objective Two: positive relationship exists between motivational measures and improved performance in Bondhere district, Mogadishu, Somalia

Monetary and non-monetary were recognized by the workers interviewed. These incentives have influenced their performance at work and kept them in motion. In general, incentives are basic determinants, whether private or public in attracting workers to stay in an organization or quit certain jobs offered to them. Workers therefore placed premium on incentives when searching for job or not satisfied with certain jobs and the desire to look for jobs with better incentives and remuneration. 79.3 % of those that were interviewed agreed that medical claims were the only incentives they received from their employer. This goes to confirm the fact that the institution is much concern with workers health by providing them with free medical care to keep them active and healthier to carry their daily work. The travelling allowance rate to workers is inadequate. However, the same respondents were of the view that the rate was very low as compared to other public Organization in Ghana as indicated by the junior staff.

Table 2; Type of Incentives Received by Workers in the District

Types of incentives	Frequency	Percentage
Medical claims	50	25.0
Travelling Allowances and other allowances	90	45.0
Study Leave with pay	25	12.5
Car loan	35	17.5
Total	200	100

Source: Primary data, 2015

From the table indicated, 12.5% of the respondent regarded study-leave with pay as incentive and the remaining percentage did not considered it as an incentive. Senior staff members were of the view that they enjoy professional allowance, off work allowance, entertainment allowance extra marking allowance and which represented 12.7% of respondents. In their view, study leave with pay is their entitlement, but not an incentive. The analysis shows that, the district need to introduce other incentives that will boost the morale of workers especially the lower level staff member's category who are not entitled to other incentives aside of the free medical cares.

The factors that motivates the workers of public service in Bondhere district, Mogadishu, Somalia

The second objective of the study was to examine the factor that motivates the workers of public service in Bondhere district, Mogadishu, Somalia. The items showed the average response from the respondents for each item in relation to factor that motivates the workers of public service. The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree.

4.3.1 Factor that motivates the workers of public service

Using item means of motivating factor, an examination of factor that motivates the workers of public service in Bondhere district, Mogadishu, Somalia was carried out. The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.2 below:

Table 2: 4.2: Frequencies factor that motivates the workers of public service

	Item	Min	Max	Mean	Std. Dev
1.	Compensation and monetary rewards	1	5	2.35	1.12
2.	Further training opportunities and higher education level	1	5	2.45	.452
3.	Promotion to higher positions	1	5	3.2	1.11
4.	Interest in the work assigned to me	1	5	1.43	0.72
5.	Stability of my work	1	5	2.45	00.1
6.	Compensation and monetary rewards	2	4	3.25	00.1

Source: Primary data, 2015

Results in Table 4.2 indicate that; respondents agreed (mean = 2.35, agreed) that; compensation and monetary reward similarly, respondents agreed (mean = 2.45, agreed) that further training opportunities and higher education level whereas it was established that promotion to higher positions (mean = 3.2, agreed) whereas views whether the interest in the work assigned to me respondents (agreed=1.43) and responses on stability of my work respondents (strongly agreed=2.45), compensation and monetary motivation (strongly agreed=4.35).

4.3 Objective Three: ways that can be put in place to improve the performance and motivation of workers in Bondhere district, Mogadishu, Somalia

The two variable Theory was used to determine the relationship between motivation and job performance. The rationale was to establish from the findings whether there was some degree of association between motivation and job performance. The Pearson correlation coefficient was used to determine the relationship between motivation and performance. Table 4.9 summarizes the results of the correlation. From the table, the Pearson correlation coefficient showed weak positive correlations of 0.151 which is statistically significant at 10% level of confidence. The implication of the coefficient is that, motivation has significant positive influence on performance and for that matter, upward adjustments of motivation would result in higher job performance of workers. That is, when workers are motivated their work efforts or output will increase. This finding is consistent with empirical literature since renowned scholars have contributed immensely on motivation and have attested to the positive correlation of motivation and job performance. For instance, Nel et al., 2001, indicated that "a motivated person has the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals."

Table 3: 4.3 Correlations between Motivation and job performance

Correlation between motivation		Motivation	Motivation and job
Motivation Pearson Correlation		1	.151
Sig. (2-tailed)		200	.066
N			200
Motivation and job Pearson Correlation		0.151	1
Sig. (2-tailed)		0.066	200
N		200	

This piece of finding presents management with a substantial measure in increasing the job efforts of workers. It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of public service managers are assumed to successfully guide employees towards the district agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

Motivational Factors affecting job Performance

Key format interview was used to solicit the views of key district with regards to motivational issues. It came to light that timely salary and accommodation allowances are a serious challenge facing workers in Bondhere district. Respondents were of the view that the lack of timely salary and accommodation has affected their performance at work. There is no single residential facility for public service staff and most of the workers stay in places far from their offices.

It was also revealed that inadequate office buildings are affecting morale of the workers are not only inadequate, but does not allow for grouping of students for certain discussions. This couple with the large class size has resulted in the division of students into batches, thus increasing the burden of lecturers.

CHAPTER FIVE

SUMMARY OF KEY FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter mainly dealt with summary of key findings, conclusions and recommendations related to public service motivation and job performance in Bondhere district, Mogadishu, Somalia was being drawn from the findings and analysis made after conducting the study.

5.2 Summary of key findings

5.1.1 Forms of Motivation Available to Workers

It was found out that 71% of the workers believed that when the work atmosphere is conducive they will be able to perform their duties well. However, 51% of the respondents were of the view that motivational issues in the form of monetary and non-monetary reward influenced zeal. This therefore means that, even if workers are given 46 more monetary rewards without maintaining a good work atmosphere, it was not yield high performance at work. Logistics in the form of tools and equipment which were the facilitators of good work performance in every establishment constituted 13% and was not regarded a major factor as far as public service sector performance is concerned.

5.1.2 Motivational Factors

It was also revealed that recognition leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes. This finding is in line with Helpota, (2005) arguments that recognition as a form of internal motivation has variables which are not skewed towards a peculiar variable. This view is supported by Boeree (2006) in his analysis of public and private sector job performance. He contends that variables that tend to motivate people are always evenly distributed. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that

recognition leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance.

5.1.3 The Role of Motivation on Employee Job Performance

The study findings revealed that, Monetary and non-monetary were recognized by the workers interviewed. These incentives have influenced their performance at work and kept them in motion. In general, incentives are basic determinants, whether private or public in attracting workers to stay in an organization or quit certain jobs offered to them. Workers therefore placed premium on incentives when searching for job or not satisfied with certain jobs and the desire to look for jobs with better incentives and remuneration. 79.3 % of those that were interviewed agreed that medical claims were the only incentives they received from their employer.

This goes to confirm the fact that the institution is much concern with workers health by providing them with free medical care to keep them active and healthier to carry their daily work. The travelling allowance rate to workers is inadequate this argument was similar with Robert (2005), the manager's job is to ensure the work done through employees is possible. The manager's involvement is not so much important in the motivating employees. The research findings indicated that encouragement is something that when accorded to workers of Bondhere district will enable them to deliver as expected.

5.1.4 Reward for Good Work Done

The study revealed that, Senior staff members were of the view that they enjoy professional allowance, off work allowance, entertainment allowance extra marking allowance and which represented 12.7% of respondents. In their view, study leave with pay is their entitlement, but not an incentive. The analysis shows that, the district need to introduce other incentives that will boost the morale of workers especially the lower level staff member's category who are not entitled to other incentives aside of the free medical cares.

Workers felt that when they are motivated they performed a good work. Monetary reward in the form of bonuses, overtime allowance was the preferred forms of motivation. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. It will be prudent for management to reward workers their heart's desires than giving them something that, in the long run may not please them hence, not compensating their efforts.

5.1.5 Mode of Receiving Reward

There are several modes in which workers receive reward from their employer and in case of Bondhere district is not exception when it comes to rewarding workers for energy put on the job. The greater percentage of the workers shared their feelings that if they are to be awarded by management, then it should take in the form of personal. That means award should be given to the deserve staff and this was revealed by the research findings. This form of reward was promulgated by Smith (1994) that due to environmental and biological variables, individuals within organizations will want a form of motivation that they see as personal.

5.2 Conclusion

Motivational measures currently in place and their effectiveness in Bondhere district, Mogadishu, Somalia

Motivation remains is a vital push factor in the performance of workers. Notwithstanding this, in Bondhere district, workers were found to be poorly motivated. The poor motivation has had a domino effect on work performance and the output of workers. It has resulted in poor attitude towards work, lateness to work, absenteeism and indiscipline.

Motivation is an individual phenomenon, thus a one-size-fits-all approach to employee motivation does not work, and there is no recipe for motivation. However, one can illustrate the motivational factors as ingredients and the tactics as preparation instructions. In that case, this thesis can serve as a "cookbook" from which public managers can choose their favorite flavors. That is, managers can decide

according to the circumstances of the individual employee which tactics to use and in what order.

Positive relationship exists between motivational measures and improved performance in Bondhere district, Mogadishu, Somalia

The public sector faces these days an unprecedented challenge, which can be overcome only by the work of highly motivated and productive employees who get "more for less". Yet, there is a common belief that public managers do not have means to stimulate their employees, due to rigid civil-service laws. This thesis completely refutes such a belief. By holding an application-oriented meta-analysis of public and private motivation literature, a set of 10 interviews with past and current public managers, and using projections from the author's own experience, the thesis found no less than 14 motivational factors, which were translated to 46 concrete and practical tactics that can help motivate public employees. Furthermore, it was demonstrated how the different tactics can be combined to tackle a specific problem that the public sector confronts.

Ways can be put in place to improve the performance and motivation of workers in Bondhere district, Mogadishu, Somalia

Moreover, this thesis suggested 14 motivational factors and 46 implementation tactics, yet there are probably more. In that sense, public managers are urged to view the results of the thesis as a starting point to develop their own motivational factors and tactics. Next, they are encouraged to ask their employees what things are important to them. And then, they should sit down with each employee and tailor a motivational strategy that is specific to the employee's individual needs and aspirations.

The implementation of the tactics that are advocated here is not easy. It requires courageous and vigorous managers, who are willing to tackle the challenge of motivation and be honest and open with their employees. Yet, if public service managers do choose to take action and absorb the proposed motivational tactics,

receive approval and subsequent release of funds from central Administration. This practice to a large extent slows down administrative pro-activeness and frustrates workers.

Ways can be put in place to improve the performance and motivation of workers in Bondhere district, Mogadishu, Somalia

The findings of the research indicated that 81% employees believe that motivation irrespective of any form is important in enticing them to work. The researcher recommends that management should incorporate motivation in their human resource planning, since motivation has the potential of increasing productivity in the public sector.

Finally, the Bondhere district should institute scholarship schemes for staff and their families not only as a form of motivation but also as a means of enhancing the capacity of staff to increase their output.

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APPENDIX I

QUESTIONNAIRE FOR RESPONDENTS AT BONDHERE DISTRICT, MOGADISHU, SOMALIA

Dear respondent

I am **Mohamed Abdullahi Gesey**, a student at Kampala International University conducting a research study on **public service motivation and job performance in Bondhere District, Mogadishu, Somalia**; as a requirement for the award of a Masters of Arts Degree in Public Administration, I kindly request you to spare some time and fill this questionnaire. The information given will be used for academic purposes only and will be treated with utmost confidentiality. Your cooperation will be highly appreciated.

SECTION A: BACKGROUND INFORMATION

Please tick the most suitable answer.

1. What is your job title?
2. In which department are you?
3. Gender
 - a) Male
 - b) Female
4. Age bracket
 - a) 20-25
 - b) 26-35
 - c) 36-40
 - d) 41 and above
5. Highest level of education.
 - a) Secondary
 - b) Diploma
 - (d) University education
 - (e) Masters degree
 - (f) Others specify).....

6. What is your marital status?

- (a) Single
- (b) Married
- (c) Widowed
- (d) Divorced

7. For how long have you worked with the Bondhere district?

- (a) Less than 1 year
- (b) 2-3year
- (c) 4-6years
- (d) More than 6 years

8. What factors motivate you at work?

.....

.....

.....

9. What factors influence your performance at work?

.....

.....

.....

10. How important is motivation to you as an employee?

.....

.....

.....

11. Have you received incentives from your employer? Yes No

If yes, mention them.

.....

.....

.....

12. How have these incentives influenced your performance?

.....
.....
.....

13. Do you feel that you have received enough motivation for the work you have done so far? Not enough To some extent yes Always Do Not Know

14. What is the best reward you have received?

.....
.....
.....
.....

15. Are the logistics and equipment you use for work a problem to you? Yes No

16. If yes to 14, then, what will you like to be done about the situation?

.....
.....
.....

17. Is your present work environment good for you?

Yes, No,

18. If No, what will you suggest should be done about your work environment?

.....
.....
.....

19. How do you receive your motivation from your employer?

As a group/team

To me personally

Both in person and as a group/team

Other

20. Could you please tell how you would like to be rewarded after a good job done?

.....

SECTION B: THE FACTORS THAT MOTIVATES THE WORK OF PUBLIC SERVICE IN BONDHERE DISTRICT

Evaluate the following statements by ticking the appropriate alternative of your choice.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	2	3	4	5

		1	2	3	4	5
1	Thank You Note					
2	Appreciation of work done					
3	Certificate for outstanding service or ideas					
4	Development Opportunities					
5	Employee Award					
7	Years of Service Awards					

a) Would you do a better job if you were motivated in another way?

.....

SECTION C: THE RELATIONSHIP BETWEEN MOTIVATION AND JOB PERFORMANCE IN BONDHERE, DISTRICT

	RELATIONSHIP	1	2	3	4	5
1	Compensation and monetary rewards					
2	Further training opportunities and higher education level					
3	Promotion to higher positions					
4	Interest in the work assigned to me					
5	Stability of my work					

	RELATIONSHIP BETWEEN MOTIVATION AND JOB PERFORMANCE	1	2	3	4	5
1	Promotion and growth in the organization					
2	Relationships with co-workers					
3	Organization Policy and Administration					
4	Intellectual Challenge and Creativity					
5	Trainings for professional development					

Thank you very much for your cooperation

APPENDIX II
QUESTIONNAIRE FOR RESPONDENTS AT BONDHERE DISTRICT,
MOGADISHU, SOMALIA

Dear respondent

I am **Mohamed Abdullahi Gesey**, a student at Kampala International University conducting a research study on **public service motivation and job performance in Bondhere District, Mogadishu, Somalia**; as a requirement for the award of a Masters of Arts Degree in Public Administration, I kindly request you to spare some time and fill this questionnaire. The information given will be used for academic purposes only and will be treated with utmost confidentiality. Your cooperation will be highly appreciated.

SECTION A: BACKGROUND INFORMATION

1. What is your job title.....?
2. In which department are you.....?
3. Highest level of education.
4. For how long have you been in this Local government?
5. How many workers do you have in your outfit or unit/ Department / Faculty?
6. What are the motivational packages for the staff in your unit/Department/Faculty?
7. Are workers satisfied with the available motivational packages in your unit/Department.?
8. How is the availability or absence of certain motivational packages affecting work in your unit/Department?
9. In your opinion, what is the best motivation for workers in your unit/Department.?
10. Do you have challenges in motivating your staff?
11. What do you think can be done to minimize these challenges faced by your district?
12. Do you think workers in your unit/dept are well motivated?
13. Do you think something can be done to improve motivation in your unit / Department?

Thank you very much for your cooperation

APPENDIX III

APPENDIX A: BUDGET ESTIMATE

The study costs will total up to Ushs1, 500, 000/=

ITEM	COST PER UNIT	TOTAL COST (UGX)
Library	50,000	50,000
Transport	200,000	600,000
Communication	50,000	50,000
Photocopy	100,000	100,000
Printing	200.000	200,000
Binding	50,000	50,000
Internet	50,000	50,000
Miscellaneous	200.000	200,000
Total		1,550,000

**APPENDIX IV
WORK PLAN**

ACTIVITY	TIME IN MONTHS				
	APRIL	MAY	JUN	JUL	AUG
Thesis writing					
Questionnaire design					
Data collection					
Coding and analysis					
Submission					

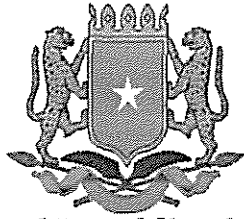
APPENDIX V

SAMPLE SIZE(S) REQUIRED FOR THE GIVEN POPULATION SIZES (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	266	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	10000	384

SOURCE: Krejeie and Morgan (1970), Determining sample size for research activities, Educational and psychological measurement, 30,608, sage publications.

riyadda Federaalka Soomaaliya
aamulka Gobolka Banaadir
Degmada Boondheere



الفدرالية جمهورية الصومال
الإدارة الإقليمية لمحافظة بنادر
مديرية بونطيري

The Federal Republic of Somalia
Banadir Regional Administration
Bondere District

mad: M/D/B/16775/2015

Tr:27/02 / 2015

TO WHOM IT MAY CONCERN

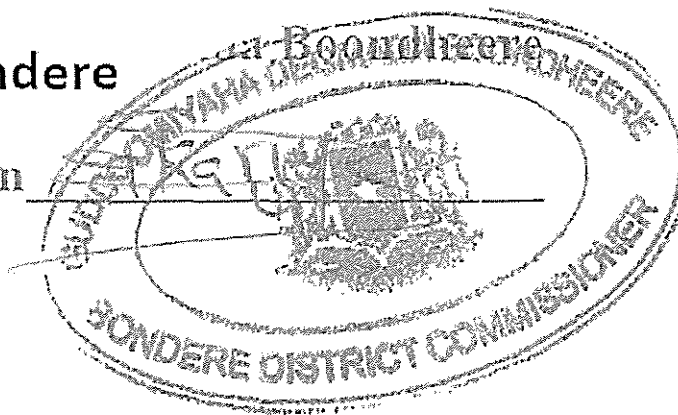
The chairman of the District Office, We are happy to share with you that we have allowed To Mr Mohamed Abdulaahi Geesey the information with has been Requested in the form of interview and questionnaire under the **title public service motivation and job performance in Bondheere District Mogadishu, Somalia**.

We have given his This Information after he brought us a Request Letter From **Kampala International University**.

any assistance given to his will be highly appreciated

District Governor Bondere

Qaasim Cabdullahi Xasan





**KAMPALA
INTERNATIONAL
UNIVERSITY**

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**COLLEGE OF HIGHER DEGREES AND RESEARCH
DEPARTMENT OF SOCIAL SCIENCES**

25th, February, 2015

**INTRODUCTION LETTER FOR MOHAMED ABDULLAHI GESEY REG.
MPA/42689/141/DF TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned candidate is a student of Kampala international University pursuing a Masters of Public Administration.

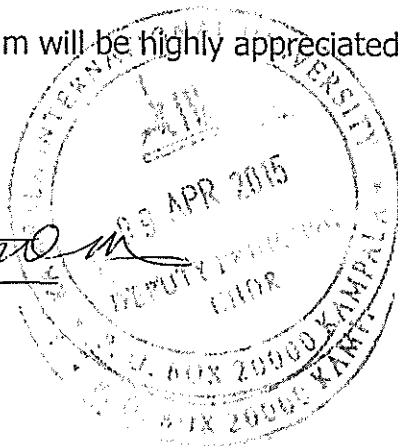
He is currently conducting a field research for his dissertation titled "**Public Service Motivation and Job Performance in Bondhere District Mogadishu-Somalia**".

Your organization has been identified as valuable source of information pertaining to his research Project. The purpose of this letter then is to request you to avail him with pertinent information he may need.

Any information shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,



**Dr. ES Kasenene
Deputy Principal, CHDR.**