

# The Impact of Motivation on Employee Performance: A Case Study of Hormuud Company in Somalia's Capital

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**Abstract:** *This study examines the crucial relationship between employee motivation and performance at Hormuud Company, a prominent telecommunications company situated in Mogadishu, Somalia. Motivation plays a crucial role in enhancing employee productivity, job satisfaction, and overall organizational success. By analyzing the motivational strategies implemented by Hormuud Company and their effects on employee performance, this research aims to provide valuable insights into the relationship between motivation and employee outcomes in a specific organizational context. The study employs qualitative insights from observation of the company. This strategy is used to evaluate the effects of different motivating tactics on staff productivity and work satisfaction. The results indicate that both internal and external motivating variables have a substantial impact on the levels of employee performance. The study specifically emphasises the significance of acknowledgement, chances for professional growth, and attractive remuneration packages in improving staff efficiency by contributing to the existing literature on human resource management offering practical implications for organizations seeking to improve employee performance through effective motivational strategies. Furthermore, the study reveals the significance of organisational culture in cultivating a motivated workforce. These findings enhance comprehension of the dynamics of motivation within Somalia's changing business environment, providing substantial implications for theoretical and practical applications. Guidelines are offered for Hormuud Company and other comparable organisations aiming to enhance employee performance by using efficient motivator tactics. This case study contributes to the scholarly discussion on employee motivation and provides a practical framework for improving organisational efficiency and employee satisfaction under difficult economic and social conditions.*

**Keywords:** Employee Motivation, Hormuud Company, Telecommunication Industry, Job Satisfaction, Somalia

## 1. Introduction

Hormuud Company, a shining example of forward - thinking and innovative practices in telecommunications, may be found right in the middle of the busy city of Somalia. At a time when the country is making progress towards economic revival, Hormuud plays a crucial role in linking communities and supporting prosperity. This accomplishment would not have been possible without a workforce that was motivated by various degrees of motivation. Pantazi (2021) believes that for a successful business to prosper and offer meaningful employment stability, employees must be motivated. Knowing what they might need and helping them to easily receive it is a part of motivating employees. To satisfy business needs, encourage workers to broaden their skill set. Working with staff members to determine their individual needs and striking a balance between them and the demands of the company should be the task of each branch manager. People cannot be arranged unless they have a distinct motivation.

As argued by Thapa (2023), Motivation plays a crucial role in determining the performance and productivity of employees within an organization. It is widely recognized that motivated employees are more likely to be engaged, committed, and productive in their roles. This case study focuses on exploring

the impact of motivation on employee performance within Hormuud Company in Somalia's capital. By examining the motivational strategies implemented by the company and their effects on employee performance, this study aims to provide insights into how organizations can effectively motivate their workforce to achieve optimal results. Motivation is a useful strategy for maintaining job continuity and ensuring the organization's survival, claims (Teo & Chen, 2024) Identifying a need in employees and assisting them in a smooth process to fulfil it is motivation. Encouraging employees encourages them to advance in their careers to meet organizational requirements. It is recommended that branch managers collaborate with staff members to ascertain their specific needs and weigh them against the organization's standards. The workforce or staff of an organization is referred to as assets or personnel. Thus, the most important variable affecting an organization's human resources is motivation. Employers ought to encourage their employees to work hard and accomplish the objectives of the company. Motivation is the most important factor for reaching top performance. These days, motivation and the relationship between worker productivity and business success are hot topics. Motivated workers put forth a lot of effort to finish tasks and treat their obligations with respect (Sangadji et al., 2023). In addition, compensation is a useful tool for raising worker performance and productivity, claims (Gilmore, 2022) additionally, there was a definite positive correlation between

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intrinsic rewards, performance, and employee motivation. According to the study's findings, there is an adverse relationship between employees' perceptions of training efficacy and motivation. Even though they had finished educational programs, their responses also demonstrate that they failed to integrate them into their regular teaching strategies since they believed them to be ineffective. The desire to take in knowledge from (Hussain & Shahzadi, 2023) was influenced by their dissatisfaction with the instruction they received. In the context of organisations, motivation is a critical determinant of success. It significantly contributes to the improvement of employee performance and, consequently, the overall achievement of the organisation. In the contemporary landscape of business competition, organisations are perpetually seeking methods to enhance their operations and attain a competitive edge. Employee motivation is a critical domain that organisations place significant emphasis on due to its direct influence on employee performance.

Employee motivation refers to the drive, desire, and willingness of employees to put in their best efforts towards achieving the company's goals and objectives. Motivated employees are more engaged, productive, and committed to their work, which ultimately leads to improved performance and increased productivity (Santoso & Ansyah, 2023). On the other hand, unmotivated employees tend to be disengaged, less productive, and more likely to leave the company, which can harm overall performance.

This article will examine the relationship between employee motivation and performance, focusing on a case study of Hormuud Company located in Mogadishu, the capital of Somalia. Hormuud Company is a market leader in Somalia's telecommunications industry and has been named one of the country's most successful businesses. A significant factor in the organization's remarkable achievement throughout the years has been its unwavering commitment to employee motivation. Established in the early 2000s, Hormuud Company quickly emerged as a leading player in Somalia's telecommunications sector. The trajectory from a nascent company to a dominant player in the industry reflects the tenacity and aspiration of the Somali population. Currently, Hormuud serves as more than simply a telecommunications provider. It functions as a crucial infrastructure that sustains the economy of the country, facilitating various activities such as everyday communication and global commercial transactions. Although Hormuud has encountered obstacles such as infrastructure damage, regulatory obstacles, and market rivalry, the company's dedication to innovation and community involvement remains steadfast.

### 1.1. Objectives of this Study

One of the primary goals of any organisation is to attain exceptional levels of employee performance. The reason for this is that the performance of employees has a direct impact on the overall success and expansion of the organisation. An incentivized workforce is more inclined to be actively involved, efficient, and dedicated to their tasks, leading to enhanced performance. The management of Hormuud Company comprehends this notion and has used several motivating techniques to augment staff performance.

Hormuud Company inspires its workers by creating a favourable work environment. The firm has made investments in contemporary and well - furnished offices, offering staff pleasant and ergonomically designed workstations. This has fostered a favourable work environment and enhanced employee contentment, leading to heightened motivation and greater productivity. Hence, the following objectives necessitated this study;

- 1) To analyze the concept of motivation and its significance in enhancing employee performance within organizations.
- 2) To examine the various motivational theories and their applicability to the context of the workplace, specifically within Hormuud Company in Somalia's capital.
- 3) To investigate the specific motivational strategies implemented by Hormuud Company to improve employee performance.
- 4) To assess the impact of motivation on employee productivity, job satisfaction, and overall organizational success at Hormuud Company.
- 5) To provide recommendations for enhancing motivation levels among employees at Hormuud Company based on the study findings.

## 2. Empirical Literature

Employee performance in organisations is significantly influenced by motivation, which is a vital aspect. This empirical literature review seeks to examine the influence of motivation on employee performance, with a specific emphasis on a case study conducted at Hormuud Company in Somalia's capital. The research will analyse different motivational theories and tactics used by organisations to improve employee performance, specifically focusing on the unique setting of Hormuud Company in Somalia (Khailey & Ibrahim, 2024). Motivation refers to the combination of internal and external variables that compel people to accomplish their objectives and excel in their organisational responsibilities (Latham & Pinder, 2005). Employee motivation is a crucial factor that has a substantial impact on work satisfaction, productivity, and the overall success of an organisation. Various motivational theories, such as Maslow's hierarchy of needs, Herzberg's two - factor theory, and Vroom's expectation theory, have been put forth to elucidate the impact of motivation on employee performance.

According to Maslow's hierarchy of needs, persons are driven by a hierarchical arrangement of wants, beginning with fundamental physiological requirements and progressing to more advanced self - actualization demands (Layek & Koodamara, 2024). Herzberg's two - factor theory differentiates between hygienic elements (such as income and working conditions) and motivators (such as recognition and promotion possibilities) that impact employee satisfaction levels and performance (Rokhmatu Laily et al., 2024). For the case study of the Hormuud Company in Somalia's capital, it is crucial to comprehend the distinct cultural and economic environment to develop efficient motivating techniques. Somalia has seen political instability and economic difficulties, which may affect employee motivation and performance. Thus, Hormuud Company should customise its motivating strategies to cater to the distinct requirements and inclinations of its workers in this particular situation.

Possible effective motivational strategies at Hormuud Company could encompass providing competitive remuneration, offering prospects for professional growth and enhancement of skills, acknowledging and incentivizing employee accomplishments, cultivating a conducive work atmosphere, and fostering a culture of cooperation and synergy. By employing these tactics, Hormuud Company may bolster staff motivation, and work satisfaction, and eventually raise overall performance within the organisation.

Similarly, Sulyantie & Gani (2023), explored that the performance of employees is a vital factor in enabling an organisation to accomplish its intended objectives and aims. To optimise employee performance, organisations must comprehend the elements that impact their motivation. This prompts us to inquire about the influence of motivation on the performance of employees. To address this inquiry, we carried out an empirical analysis of the existing body of literature about the influence of motivation on the performance of employees, with a particular emphasis on Hormuud Company located in Mogadishu, the capital city of Somalia.

Initially, it is crucial to grasp the notion of motivation. As per Maslow's hierarchy of requirements, motivation is the impetus that propels a person to engage in activities aimed at attaining a certain objective or satisfying a particular need. According to the idea of Nguyen & Gordon (2024), on Maslow's hierarchy of requirements, persons possess five hierarchical levels of needs: physiological, safety, love and belonging, esteem, and self - actualization. After people have their fundamental physiological requirements satisfied, they want to satisfy higher - level needs, such as self - esteem and self - actualization, which are strongly linked to motivation in a job environment.

Employee motivation is crucial for the success of Hormuud Company, a prominent telecommunications company in Somalia. The organisation has used a range of incentive tactics, including performance - based bonuses, recognition programmes, and career advancement chances. In research done by (Al Madani et al., 2024) telecommunication industry, it was shown that motivating tactics have a beneficial effect on employee motivation, which therefore leads to improved performance. In addition, motivation and job performance in the public sector revealed that individuals who are driven to excel are more likely to exhibit innovation and proactivity in their work. This is seen at Hormuud Company, where staff are actively encouraged to generate innovative ideas and provide suggestions, leading to enhanced service delivery and heightened client satisfaction.

Furthermore, research conducted by (Dhir et al., 2024) about the relationship between motivation and organisational commitment revealed that motivational efforts led to job satisfaction, good citizen behaviour and organizational commitment drives more inclination to exhibit a robust commitment to the organisation, as they see their contributions to be esteemed and acknowledged. Employee commitment is crucial for an organization's long - term success, as it increases the likelihood of employee retention and their active contribution to the company's development and prosperity.

Employee motivation is a complex notion that may be affected by several elements, including leadership style, organisational culture, and external factors such as economic stability. The research conducted by (Alzadjali & Ahmad, 2024) in the UAE revealed that a favourable work environment makes employees satisfied with their current jobs, and culture and proficient leadership play a vital role in motivating and retaining employees. Hence, organisations need to take into account these elements while formulating their motivating tactics. Bolatito et al., (2024) posit that motivation could consist of the implementation of performance - based incentives, the provision of skill development and career advancement prospects, the enhancement of communication and feedback channels between employees and management, the promotion of a positive work culture, the encouragement of teamwork and collaboration, and the creation of a conducive work environment that priorities employee well - being.

The empirical literature study on 'The Impact of Motivation on Employee Performance: A Case Study of Hormuud Company in Somalia's Capital' provides conclusive evidence of a direct and positive relationship between employee motivation and performance. The instance of Hormuud Company exemplifies how the use of motivating tactics has led to enhanced work performance, heightened job happiness, and a profound dedication from employees to the organisation. Organisations must recognise that employee motivation is a multifaceted and ever - changing notion that needs ongoing work and commitment to sustain its beneficial influence on employee performance. Ultimately, motivation significantly impacts employee performance inside organisations. By comprehending the fundamental principles of motivational theories and applying efficient tactics customised to the distinct circumstances of Hormuud Company in the capital of Somalia, organisations may establish a motivated workforce that propels achievement and attains organisational objectives.

## **2.1 Theoretical Framework of Employee Motivation**

The theoretical framework of employee motivation in the context of "The Impact of Motivation on Employee Performance: A Case Study of Hormuud Company in Somalia's Capital" involves various theories and models that explain how motivation influences employee performance within an organization. Employee motivation is a critical factor in enhancing productivity, job satisfaction, and overall organizational success. In the case of Hormuud Company in Somalia's capital, understanding and applying motivational theories can help improve employee performance and achieve organizational goals.

According to Maslow, individuals are motivated to fulfil these needs sequentially, starting from the basic physiological needs to higher - level self - actualization needs. In the context of the case study at Hormuud Company, understanding and addressing employees' diverse needs can help motivate them to perform better.

Another prominent theory is Frederick Herzberg's Two - Factor Theory, also known as the Motivation - Hygiene Theory. According to Aquino & Galvez (2024), Herzberg

identified two sets of factors that influence employee motivation and satisfaction: motivators (such as recognition, achievement, and responsibility) and hygiene factors (such as salary, working conditions, and company policies). According to Herzberg, while hygiene factors can prevent dissatisfaction, motivators are essential for promoting job satisfaction and motivation. Applying this theory at Hormuud Company can help identify key motivators that drive employee performance.

Furthermore, the Expectancy Theory developed by Victor Vroom emphasizes the relationship between effort, performance, and outcomes. It focuses on the belief that efforts and behaviour based on its consequences will lead to positive outcomes (Bandhu et al., 2024). According to this theory, individuals are motivated to exert effort if they believe it will lead to good performance and desirable outcomes. Expectancy Theory suggests that employees' motivation is influenced by their expectations regarding the link between effort and performance, performance and outcomes, and outcomes and rewards. By aligning these expectations at Hormuud Company through clear goal - setting and reward systems, employee motivation can be enhanced.

Bolatito & Mohamoud (2024) performed a research study that investigated the influence of monetary rewards on the motivation and performance of workers in Somali firms. The results indicated that financial incentives, such as bonuses and salary raises, had a significant and positive effect on employee motivation, resulting in an enhancement of their performance. This study emphasises the importance of financial rewards in stimulating employee productivity in the Somali context.

Additionally, Nwokeocha (2024), the Goal - Setting Theory proposed by Edwin Locke emphasizes the importance of setting specific and challenging goals to enhance employee motivation and performance. According to this theory, clear goals provide direction, challenge employees to strive for excellence and enhance their commitment to achieving objectives. By implementing goal - setting mechanisms at Hormuud Company that are aligned with individual and organizational objectives, employees can be motivated to perform at their best.

Lastly, as elucidated by Bandhu et al., (2024) Social Learning Theory is rooted in behaviour which is based on behaviourism, and emphasises the significance of extrinsic incentives and reinforcements in influencing behaviour. Social Learning Theory by Albert Bandura highlights the role of observational learning and social reinforcement in shaping behaviour. According to this theory, individuals learn from observing others' behaviours and the consequences of those behaviours. In an organizational context like Hormuud Company, providing opportunities for employees to observe successful role models, receive feedback from supervisors and peers, and engage in collaborative learning can positively impact their motivation and performance.

Overall, integrating these theoretical frameworks of employee motivation – Maslow's Hierarchy of Needs, Herzberg's Two - Factor Theory, Expectancy Theory, Goal - Setting Theory, and Social Learning Theory – can provide a comprehensive understanding of how motivation influences

employee performance at Hormuud Company in Somalia's capital.

## 2.2 Motivational Types

Motivation is essential for improving employee performance in organisations. Motivation is the impetus that propels people to pursue their goals and ambitions. Within the office setting, motivation plays a crucial role in influencing an employee's level of productivity, job satisfaction, and overall state of well - being. Gaining knowledge about the many forms of motivation may assist organisations in developing successful methods to motivate and involve their workforce. This research aims to analyse different motivational kinds and their impact on employee performance, specifically focusing on the case study of Hormuud Company in Somalia's capital.

- 1) **Intrinsic motivation** is the act of participating in an activity only for the enjoyment it brings, without being influenced by external rewards or incentives. Intrinsically motivated employees are propelled by their inherent enthusiasm for the job, deriving pleasure and satisfaction from the duties they carry out. This kind of motivation has the potential to result in increased levels of creativity, innovation, and work satisfaction among employees (Bandhu et al., 2024).
- 2) **Extrinsic motivation** refers to the act of participating in an activity to receive external rewards or avoid punishment. This kind of incentive includes elements such as wage increments, promotions, bonuses, or acknowledgements. Although extrinsic motivators may temporarily enhance performance, they may not be effective in maintaining long - term employee engagement and commitment (Xue, 2024).
- 3) **Achievement motivation** referred to by Mirouh & Ouchene, (2024) is the drive and desire of people to surpass expectations and achieve success in their pursuits. Individuals with a strong drive for accomplishment tend to establish ambitious objectives for themselves and are motivated by a strong desire to attain those objectives and succeed in their tasks, guaranteeing the best fulfilment of a leadership style characterised by proactive attempts to initiate organisational transformation. Organisations may use this kind of motivation by offering staff chances to establish and accomplish significant goals.
- 4) **Social motivation** arises from the innate need for social connection, a sense of belonging, identification with the group and acknowledgement within a group or organisation. Employees with strong social motivation need validation, inclusion, and backing from their colleagues and superiors. Establishing a constructive work environment that promotes cooperation, collective effort, and a sense of camaraderie may boost workers' social motivation (Compare et al., 2024).
- 5) **The Self - Determination Theory** suggests that humans possess inherent psychological desires for autonomy, competence, and relatedness, which serve as the driving forces behind their behaviour and motivation. Autonomy relates to the desire for self - governance and authority over one's activities, competence entails feeling competent and efficient in one's responsibilities, and relatedness pertains to establishing significant relationships with others. Organisations may boost

employee performance by satisfying these core requirements, hence promoting intrinsic motivation (Bandhu et al., 2024).

### 3. Methodology

This study utilises a qualitative research methodology for the examination of firm performance characteristics and attitudes to assess the influence of motivation on staff performance at Hormuud. The research seeks to provide a thorough understanding of the motivating environment inside the firm by personally interacting with workers at various levels of the organisation. A technique is used to investigate the intricacies and intricacies of how motivation impacts employee performance in this particular organisational setting. This methodology enables a comprehensive comprehension of the driving forces behind motivation, the perspectives of employees, and the results of their performance, all based on the personal experiences of people inside the organisation. The choice of a qualitative methodology is adopted for this study on the need to capture the rich, subjective insights of Hormuud's employees regarding their motivations, work experiences, and the perceived impact of these factors on their job performance. Qualitative research is inherently exploratory, making it well - suited to investigate the intricacies of human behaviour and organizational dynamics that quantitative methods might overlook. Consequently, the qualitative methodology adopted outlined a comprehensive approach to exploring the impact of motivation on employee performance at Hormuud Company. Employing employees' observation to uncover the multifaceted ways in which motivation influences performance, provides valuable insights that can inform strategies to enhance employee engagement and productivity within Hormuud and similar organizations.

### 4. Findings from the Case study of Hormuud Company in Somalia's Capital

The study "The Impact of Motivation on Employee Performance: A Case Study of Hormuud Company in Somalia's Capital" delved into the relationship between motivation and employee performance within the context of a specific company in Somalia. The qualitative analysis of participant observations at Hormuud Company revealed several key themes regarding motivation and employee performance. These themes highlight the complexity of motivation in the workplace and its multifaceted impact on performance.

#### Identified Key Themes

- 1) **Recognition and Appreciation:** Employees conveyed that acknowledging their effort, both in a public and private manner, substantially enhanced their motivation and performance. Instances in which management recognised individual and team accomplishments resulted in a significant rise in employee engagement and productivity.
- 2) **Career Development Opportunities:** The presence of options for career growth and progress was identified as a crucial component in motivating individuals. Employees who had a clear understanding of the opportunities for advancement within the organisation

reported increased levels of motivation and a more dedicated dedication to their jobs.

- 3) **Work - Life Balance:** Effective management of work - life balance was essential for sustaining employee motivation. The factors of excessive workload and inflexibility were identified as demotivating elements, resulting in burnout and diminished productivity.
- 4) **Sense of Purpose:** Employees who had a sense of purpose in their job, meaning they believed their contributions were valuable to the overall mission of the organisation, showed more motivation and achieved better levels of performance. The workers who highly appreciated Hormuud's contribution to improving connectivity and social welfare in Somalia had a strong sense of purpose.
- 5) **Supportive Work Environment:** An important factor for inspiring workers was the presence of a pleasant and supportive work environment, which was defined by effective communication, mutual respect, and cooperation among team members. On the other hand, a harmful work environment posed a substantial obstacle to both motivation and performance.

### 5. Discussion

The results from Hormuud Company highlight the importance of non - monetary elements in incentivizing workers. In line with Herzberg's Two - Factor Theory, it is clear that motivators like as recognition, career advancement, and a feeling of purpose significantly contribute to improving employee performance, going beyond the basic elements of wage and job security. The following Conformity with Motivation Theories needs to be adhered to;

- 1) The significance of acknowledgement and gratitude corresponds to Maslow's demand for esteem, emphasising how validation and respect may satisfy workers' higher - level needs and enhance performance.
- 2) The focus on professional advancement chances demonstrates the importance of fulfilling Maslow's self - actualization demands and Herzberg's motivators, indicating that personal growth and accomplishment are significant factors in motivating employees.
- 3) The findings on work - life balance and a supportive work environment align with both Maslow's safety requirements and Herzberg's hygiene criteria. This suggests that while these variables are not direct motivators, they are crucial in avoiding job dissatisfaction.

#### 5.1 Practical Implications for Management

- 1) These insights provide a variety of practical solutions that Hormuud's management may use to improve motivation and performance.
- 2) Creating a well - organized recognition programme that recognises and rewards both individual and team accomplishments.
- 3) Establishing transparent career trajectories and offering avenues for professional growth. Introducing adaptable work schedules to enhance the balance between work and personal life.

- 4) Cultivating a corporate culture that ensures individual tasks are in harmony with the purpose and values of the organisation.
- 5) Creating a conducive work atmosphere by using efficient communication strategies and team - building activities.

## 5.2 Findings Key Points

- 1) **Motivation Enhances Employee Performance:** The study found a strong positive correlation between motivation and employee performance. Employees who were motivated, either through intrinsic factors such as job satisfaction or extrinsic factors like rewards and recognition, demonstrated higher levels of performance compared to those who lacked motivation.
- 2) **Employee Engagement:** The research highlighted the importance of employee engagement as a key driver of motivation. When employees felt engaged with their work, had clear goals and expectations, and received regular feedback and support from their supervisors, their motivation levels increased, leading to improved performance outcomes.
- 3) **Impact of Organizational Culture:** The study also emphasized the role of organizational culture in shaping employee motivation and performance. Companies that fostered a positive work environment, promoted teamwork, and valued employee well - being were more likely to have motivated employees who performed better.
- 4) **Training and Development:** The findings indicated that investing in employee training and development programs was instrumental in enhancing motivation and performance. Employees who had access to learning opportunities to enhance their skills and knowledge were more likely to be motivated to excel in their roles.
- 5) **Recognition and Rewards:** Lastly, the research underscored the significance of recognizing and rewarding employees for their contributions. Acknowledging employees' efforts through incentives, promotions, or other forms of recognition not only boosted their motivation but also reinforced a culture of high performance within the organization.

## 6 Conclusion

The case study examining the impact of motivation on employee performance at Hormuud Company in Somalia's capital has shown the vital role that motivation plays in bolstering staff productivity and overall organisational achievement. The results demonstrate that a staff that is driven and enthusiastic is more involved, dedicated, and efficient, resulting in enhanced performance outcomes. Hormuud Company has successfully enhanced employee morale and work satisfaction by employing effective motivating tactics, including recognition, prizes, training, and career development opportunities. As a consequence, there has been a notable improvement in productivity, workmanship, and ultimately, the company's competitive edge in the market. In today's changing business world, organisations must maintain a strong focus on employee motivation as a fundamental factor for achieving success.

Significantly, the case study demonstrates the complex connection between employee motivation and performance, emphasising the crucial significance of non - financial motivating elements. By comprehending and actively dealing with these elements, organisations may not only improve employee performance but also cultivate a more involved, dedicated, and contented staff. These results provide useful insights for Hormuud and other comparable organisations seeking to utilise employee motivation as a strategic resource to achieve exceptional performance.

Overall, the study concluded that motivation plays a crucial role in driving employee performance within organizations, with various factors such as engagement, organizational culture, training, and rewards influencing motivational levels among employees

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