
EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN THE MINISTRY OF AGRICULTURE AND IRRIGATION AT HIRSHABELLE STATE, SOMALIA

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ABSTRACT

This study examined the effect of motivation on employee performance at the Ministry of Agriculture and Irrigation (MAI) in Hirshabelle State, Somalia. The study focused on key motivational factors such as recognition, training, financial incentives, promotion opportunities, and leadership support, and their influence on employee performance in terms of productivity, efficiency, and quality of work. A quantitative, descriptive, and correlational research design was employed. Data were collected using a structured 5-point Likert-scale questionnaire administered to all 39 employees of the ministry, and all responses were analyzed.

The findings revealed that recognition and training were the most common motivational practices, while financial incentives and promotion opportunities were perceived as inconsistent. The results further showed a positive relationship between employee motivation and performance, with highly motivated employees demonstrating better efficiency and quality of work. Motivational challenges, particularly irregular salary payments and weak leadership, were found to negatively affect employee performance. The study concludes that both intrinsic and extrinsic motivational factors are essential for improving employee performance in public sector institutions.

KEYWORDS: Motivation, efficiency, employee performance.

1.1 INTRODUCTION

In globally, employee motivation and performance is a critical area of study in organizational behavior and human resource management worldwide. Motivation is considered a key determinant of employee productivity, job satisfaction, and overall organizational performance (Robbins & Judge, 2019). Motivated employees tend to demonstrate higher efficiency, commitment, and innovation, which are essential in both private and public sectors (Armstrong, 2020). Motivation can be categorized into intrinsic and extrinsic types. Intrinsic motivation refers to personal satisfaction derived from performing a task, such as recognition.

Empirical studies confirm the link between motivation and performance. For example, research conducted on government employees in Asia found that a combination of financial incentives, training programs, and recognition significantly improved employee performance (Khan et al., 2025). Similarly, Armstrong (2020) notes that performance management systems integrated with motivational strategies, including goal setting and feedback, enhance productivity, employee morale, and retention rates.

The agricultural sector across Africa demonstrates the importance of motivation in technical and labor-intensive work environments. In Nigeria, research found that agricultural extension officers improved productivity when provided with career development paths, performance-based incentives, and recognition (Adebayo, Oladele, & Olanrewaju, 2025). In South Africa, municipal agricultural departments reported that motivated employees showed higher engagement, stronger commitment, and better service delivery (Ndlovu & Dlamini, 2019).

In Somalia, research on employee motivation and performance is limited but increasingly recognized as essential, particularly in public sector institutions. The country's governance, resource, and security challenges present unique obstacles that affect employee motivation and performance (Ahmed, 2020). Research in Somali private and public organizations highlights the importance of both financial and non-financial motivational strategies. In Hormuud Telecom Company, financial incentives, career development programs, and recognition led to measurable improvements in employee productivity, engagement, and job satisfaction (Hassan, 2019). Ahmed (2020) emphasizes that monetary rewards, recognition, and opportunities for professional growth positively influence employee performance in public institutions.

1.2 Problem statement

Employee motivation is widely recognized as a major determinant of performance in public organizations. In Hirshabelle State, the Ministry of Agriculture and Irrigation faces structural and financial constraints that may hinder employee motivation, including delayed salary disbursement, lack of training, insufficient incentives, limited career development opportunities, and poor working environments. These challenges reduce employee morale and weaken the ministry's ability to deliver essential agricultural services. Although motivation significantly affects employee performance, no specific study has examined this relationship within the Ministry of Agriculture and Irrigation in Hirshabelle. Existing studies have focused on other ministries or general public sector performance, leaving a gap in understanding how motivation impacts productivity and service delivery in this particular ministry. Without such knowledge, it becomes difficult for policymakers and administrators to design effective motivation strategies. This study therefore seeks to examine the effect of motivation on employee performance in the Ministry of Agriculture and Irrigation, Hirshabelle State, Somalia.

1.3. Specific Objective

- To determine the effect of motivational practices on employee performance at the Ministry of Agriculture and Irrigation (MAI).

1.0 Literature review

2.1 Maslow's Hierarchy of Needs Theory (1943)

Maslow argues that human needs are arranged in a hierarchy starting from physiological needs to safety, social needs, esteem, and self-actualization. Employees perform better when these needs are met. In organizational settings, motivation occurs when employers provide salaries, job security, belongingness, recognition, and career development. In public institutions such as the Ministry of Agriculture and Irrigation, failure to meet lower-level needs (salary, job security) often reduces motivation and performance. Maslow's Hierarchy of Needs provides a framework for understanding human motivation based on a hierarchical progression of needs, from physiological and safety needs to social, esteem, and self-actualization needs. Employees are motivated to satisfy lower-level needs before higher-level needs become significant drivers of behavior. In the Ministry of Agriculture and Irrigation in Hirshabelle State, ensuring that employees' basic needs, such as fair salaries and job security, are met is crucial before expecting them to seek recognition, personal growth, or higher

achievement. Neglecting foundational needs can lead to demotivation and poor performance. Implementing strategies that address both basic and higher-order needs, such as professional development programs, recognition systems, and opportunities for advancement, can enhance employee motivation, engagement, and effectiveness. Maslow's theory thus provides a comprehensive lens for analyzing and improving motivation in public sector organizations where multiple levels of employee needs may be unmet.

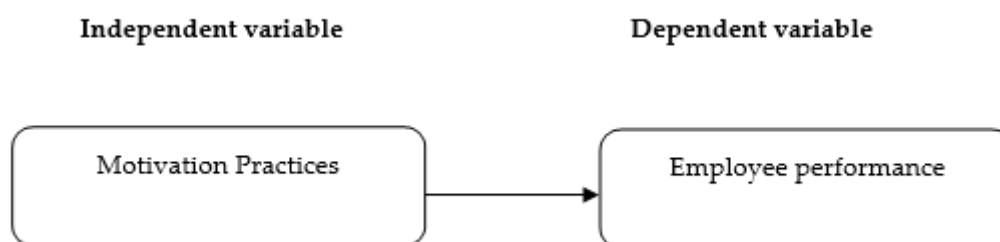


Figure 1: Conceptual Framework.

Figure 1 Represents the Conceptual Framework Shows the Relationship Between Motivation Practices and Employee Performance.

2.2 Empirical Literature Review

Employee motivation is a critical determinant of performance outcomes in public sector organizations. Motivated employees tend to be more productive, efficient, and effective, contributing significantly to organizational success. Understanding the factors that influence motivation is therefore essential for improving employee performance, particularly in government institutions where challenges such as inadequate remuneration, poor working conditions, and limited professional development opportunities are common. Internationally, several studies have examined the impact of motivation on employee performance. A study by Khan (2020) in Pakistan found that both intrinsic and extrinsic significantly influence employee performance in public organizations. Similarly, Singh (2019) reported that financial motivation had a strong effect on productivity, while non-financial factors, such as recognition and professional development, sustained long-term commitment. These findings highlight that addressing both financial and non-financial motivational factors is essential for enhancing employee effectiveness across public sector contexts.

3.0 MATERIALS AND METHODS

This study will adopt a descriptive research design using a quantitative approach. The design is appropriate because it allows the researcher to systematically describe and analyze the

effect of motivation on employee performance within the Ministry of Agriculture and Irrigation, Hirshabelle State. Data was collected using structured questionnaires to obtain measurable information on employee motivation and performance. The target population for this study comprises all employees working in the Ministry of Agriculture and Irrigation, Hirshabelle State who are 39 in number. The sample size for this study was 36 respondents, selected from the total population using an appropriate sampling technique. Quantitative data will be analyzed using descriptive statistics (frequencies, percentages, and mean scores).

4.0. RESULTS AND DISCUSSION

A total of 36 questionnaires filled by the staff of the Ministry of Agriculture and Irrigation in Hirshabelle State, Somalia were analysed. The description of the study was based on the perceptions of the respondents about the motivational practices and employee performance.

4.1.1 Descriptive statistics for motivation practices

The study analyzed five aspects of employee motivation – namely, recognition, training and development, financial incentives, promotion opportunities, and leadership support. The statements were scored on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Table 1: Descriptive Statistics for Motivation Practices.

Motivation practice	Mean	Std. Deviation
Recognition of employees	3.71	0.91
Training and professional development	3.64	0.94
Financial incentives	2.83	1.08
Promotion opportunities	2.76	1.02
Leadership support	2.95	1.05
Overall motivation	3.18	0.82

Source: Field Data (2026).

The average score obtained by the recognition ($M = 3.71$, $SD = 0.91$) was the highest showing that in general, the employees in the ministry thought that recognition was an important and relatively frequent motivational method. The mean score for training and professional development ($M = 3.64$, $SD = 0.94$) was also fairly high. The results suggest that non-financial motivational practices were more evident than the financial and career related incentives. Financial incentives received a moderate mean score of 2.83 ($SD = 1.08$); the promotion opportunities had the lowest mean score ($M = 2.76$, $SD = 1.02$). The mean for Leadership support was 2.95 ($SD = 1.05$). The comparatively lower results for the financial incentives and promotion opportunities indicate that workers might have less access to

financial incentives and promotion opportunities. The overall mean value for Motivation is 3.18 which falls in the moderate level of employee motivation. Findings therefore show that there are some motivational factors such as recognition and training but many absences of motivation in the areas of financial rewards, promotion opportunity and leadership support.

4.1.2 Descriptive Results for Employee Performance

The indicators assessed the performance of their employees include productivity, efficiency, quality of work and timely delivery of assigned tasks.

Table 2: Descriptive Statistics for Employee Performance.

Performance indicator	Mean	Std. Deviation
Productivity in assigned duties	3.61	0.86
Efficiency in completing tasks	3.58	0.89
Quality of work	3.67	0.82
Timely completion of assignments	3.45	0.93
Overall employee performance	3.58	0.78

Source: Field Data (2026).

The results showed that overall the performance of the employees was relatively positive. Quality of work recorded the highest mean score ($M = 3.67$, $SD = 0.82$), followed by productivity ($M = 3.61$, $SD = 0.86$) and efficiency ($M = 3.58$, $SD = 0.89$). The mean for timely completion of assignments was 3.45 ($SD = 0.93$), which was slightly lower than the preceding year. The overall mean score for employee performance was 3.58 ($SD = 0.78$), indicating that employee performance was generally rated as quite high.

4.1.3 Correlation Analysis

The relationship between employee motivation and employee performance was done using Pearson product-moment correlation analysis. The overall motivation score was compared with the overall employee performance score.

Table 3: Correlation between Employee Motivation and Employee Performance.

Variables	Employee Motivation	Employee Performance
Employee Motivation	1	0.681
Employee Performance	0.681	1
Sig. (2-tailed)	—	0.000
N	36	36

Source: Field Data (2026).

The results presented in Table 4 indicate a **positive and statistically significant relationship between employee motivation and employee performance** ($r = 0.681$, $p < 0.001$, $N = 36$). This indicates that higher levels of employee motivation were associated with higher levels of employee performance. The correlation coefficient of 0.681 indicates a moderately strong positive association between the two variables.

The statistical significance ($p < 0.001$) indicates that the observed relationship is unlikely to have occurred by random sampling variation under the null hypothesis of no linear association. The findings therefore provide empirical support for the study's objective of examining the relationship between motivational practices and employee performance at the Ministry of Agriculture and Irrigation.

5. DISCUSSION OF FINDINGS

The study examined the effect of employee motivation on employee performance among staff working in the Ministry of Agriculture and Irrigation in Hirshabelle State, Somalia. Data from 36 respondents were analyzed using descriptive statistics and Pearson correlation analysis.

The findings revealed that the overall level of employee motivation was **moderate**, with an overall mean of 3.18 ($SD = 0.82$). Among the five motivational practices examined, **employee recognition** recorded the highest mean score ($M = 3.71$, $SD = 0.91$), followed by **training and professional development** ($M = 3.64$, $SD = 0.94$). Financial incentives recorded a lower mean of 2.83 ($SD = 1.08$), while promotion opportunities had the lowest mean ($M = 2.76$, $SD = 1.02$). Leadership support also recorded a relatively low mean of 2.95 ($SD = 1.05$). These findings suggest that non-financial motivational practices, particularly recognition and professional development, were more evident than financial rewards, promotion opportunities, and leadership support.

Employee performance was generally perceived to be relatively high, with an overall mean of **3.58** ($SD = 0.78$). Quality of work had the highest mean score ($M = 3.67$, $SD = 0.82$), followed by productivity ($M = 3.61$, $SD = 0.86$) and efficiency in completing tasks ($M = 3.58$, $SD = 0.89$). Timely completion of assignments recorded the lowest mean among the performance indicators, although it remained above the midpoint of the scale ($M = 3.45$, $SD = 0.93$).

The correlation analysis established a **positive and statistically significant relationship between employee motivation and employee performance** ($r = 0.681$, $p < 0.001$, $N = 36$). The finding indicates that respondents reporting higher levels of motivation also tended to

report higher levels of employee performance. However, because the analysis is correlational, the result should be interpreted as an association rather than definitive evidence that motivation alone causes changes in performance.

6. CONCLUSION

The study concludes that employee motivation is an important organizational factor associated with employee performance at the Ministry of Agriculture and Irrigation in Hirshabelle State, Somalia. The study established a **positive and statistically significant relationship between employee motivation and employee performance ($r = 0.681$, $p < 0.001$)**. Thus, employees who reported higher levels of motivation also tended to report higher levels of performance. The findings therefore support the study's conclusion that motivation and employee performance are positively associated within the Ministry. At the same time, the findings should not be interpreted as proof of a direct causal effect because the study used a correlational design and involved a relatively small sample of 36 respondents.

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