

Assessment of Non-Financial Motivation on Employee Productivity: Case of Ministry of Finance Headquarters in Hargeisa Somaliland

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Abstract

The study aimed to determine whether recognition affects employee productivity, to assess the level of training on employee productivity, to examine working conditions on employee productivity and to determine whether there are any other factors that motivate the employee and in performing their duties. The study is based on three theories: Herzberg's two factor theory, Adam's equity theory and Goal Setting theory. Descriptive research design was used. The total population included all the 141 employees of the Ministry of Finance. Stratified random sampling technique was adopted. Yamane's formula was used to choose a total of 104 respondents who formed part of the sample size. Both primary and secondary data was used. Questionnaires were administered to respondents during primary data collection while secondary data was done by use of Ministry of finance website. 8 respondents were used for the pilot study. Reliability was tested by the Cronbach's alpha test. Correlation analysis was used to determine the relationship between working conditions and employee productivity, training and employee productivity and also, the relationship between recognition and employee productivity. Statistical Package for Social Science (SPSS) V-20 was used for analyzing the data. Data was presented by aid of statistical tables, bar graphs and pie charts. The study findings indicate that working conditions, training and recognition all influence employee productivity. The study recommends for the implementation of effective training opportunities for all employees at the Ministry of Finance to better their skills. Also recommended is the need for the ministry to adopt fair and equal recognition criteria for the motivation of its employees which will result to higher productivity. The ministry should also ensure that employees' working conditions are improved for them to work effectively so as to achieve greater productivity in their respective departments which will ensure a higher overall level in the ministry's productivity. The researcher recommends further research on the relationship between compensation and employee satisfaction in government ministries and more so at the Ministry of Finance in Somaliland.

Key Words: Employee Productivity, Training, Working Conditions

1. INTRODUCTION

Motivation is the driving force for moving and directing employee behavior resulting to better productivity. The overall success of an organization in achieving its strategic objectives relies heavily on the motivation level of employees. De-motivated employees are likely to put in little or no effort in their jobs, produce low quality work, mostly avoid their workplace and even exit the organization if provided opportunity. On the other hand, employees who are motivated to work are likely to be determinant, innovative and competent. In organizations today, employees can be motivated both financially (pay, bonuses, allowances, insurance, incentives) and non-financially (work condition, training, recognition, promotion) (Cheema et al., 2013).

Employees expect financial and non-financial rewards for their efforts. Especially in a world in which everything is expensive and inflation rates are higher, employees need financial rewards for them to continue to perform as required but still non-financial rewards cannot be discriminated. In the absence of equitable pay, training, recognition and comfortable environment the employees become dissatisfied and that lead them to be de-motivated. Organizations with positive ambitions could make an availability of a framework within which high levels of motivation could be accomplished through non-financial reward systems by the provision of opportunities of training, recognition, job security, empowerment (Armstrong, 2008).

Non-financial motivation is seriously essential for workers. Among other things, it puts employees into action that their managers care about their feelings. Apart from that, it leads to the completion of organizational goals;

it builds friendly relationship it leads to stability of the work-force. Since individuals are special in their own ways, it is important that managers identify the individual needs of their employees and motivate them accordingly so as to bring out the greatest in them. Knowing the employee problems and trying to solve it, makes them motivated which will let them put more effort in their productivity (Broni, 2012).

It is important to know that the concept of non-financial recognition does not mean the motivation provided should have no financial value, it simply means whatever given is not monetary. Non-financial recognition provides employees with something tangible that they will remember like a special day out or great meal (Silverman, 2004). Recognition, either informal (oral) or formal (written remarks and events), has been the most cost effective way to strengthen required actions for productivity within an organization (Wilson, 2003).

Training as a non-financial motivation effects employee productivity. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes. Training improves efficiency and productivity of employees. Well trained employees are both quantitative and qualitative in terms of productivity. There is less wastage of time, money and resources if employees are properly trained (Ongango & Wanyoike, 2014).

Comparable working conditions also play an important role in enhancing the employee morale. The favorable working conditions also involve comfort issues like proper ventilation lighting and no noise in the work place. If the employees have negative perceptions of their working conditions, they are likely to be absent, have stress related illnesses, and their productivity and commitment tend to be low. On the other hand, organizations which have a friendly, trusting, and safe environment, experience greater productivity, improved communication and greater creativity (Lameck, 2011).

In the United kingdom context, non-financial motivation is particularly strong in the public sector, and so-called "public service motivation" which has a motivation to serve the interests of the community, which also leads public sector employees to commit efforts because of the value they attach to a social service or other public goal (François, 2000). The mobilization of non-materialistic motivations requires different types of non-financial motivators such as social pressure; task enrichment, empowerment, and participation; good leadership; and other aspects of the quality of the working environment. In particular, the sense of fairness has been identified as one crucial element of social motivation and it has been shown that workers who believe they are being fairly treated are more likely to put forth the required effort and commitment, while workers who feel unfairly treated may quit, reduce their effort level, steal from the employer, or even sabotage output (Ehrenberg & Smith, 1997). As explained, non-financial sources of motivation may also be powerful to motivate workers – especially in the public sector. Some human resource managers even argue that workers should be given a salary that is sufficient; motivation for productivity should be induced by other types of incentives (Herzberg, 1968). As Kohn (1998) puts it, "Pay people well, pay people fairly, and then do everything in your power to take people's minds off of money".

In the context of Africa, Kotler and Kallen (2007) describe how non-financial motivation result in employee motivation and how it affects in behaving positively towards the following ways: employees who stay loyal to the organization, speak positively about the organization in comparison to newer employees. Robbins and Judge (2007) indicated that satisfied employees drive the organization to have an increased productivity.

In Somaliland context and as per the researcher's knowledge, there is lack of financial and non-financial motivation. The employees working with the different ministries within Somaliland are not rewarded favorably, something which results in de-motivation and provision of lousy work. The government of Somaliland has not sought to carry out satisfaction surveys among employees even though it's clear that employees are the most important resource any organization can have. It is only in Somaliland where the government hours of work are from 7.00am to 1.00pm and even by 11am some employees start leaving work till the next day unlike in the private sector whose employees work which work from 7.00am to 5.00pm. This is of great concern to a developing country since even for developed countries employees still work for long hours such as between 8-12 hours a day. The Ministry of Finance in Somaliland is not left behind since the employees are coerced to work by external factors such as a good pay and good working conditions. If the country is to develop, the employees in Somaliland must be motivated to work for longer hours. Understanding motivation and employees productivity in the Ministry of Finance will be helpful since the findings will be replicated to all Ministries in Somaliland.

High employee absenteeism is a product of de-motivation on the part of employees whose end result is delayed service delivery and decrease in employee productivity. Lack of meeting set deadlines and early closure of work reduce employee productivity (Stella, 2008). In Somaliland context, lack of motivation on the part of employees is exhibited by late reporting to work and early closure even as early as 11 am more so in the government ministries. This has resulted into delayed productivity and low rates of development for the country at large. In order to overcome this, government ministries needs to identify and know how to tackle the common factors that enhance employee motivation so as to upscale service delivery.

A study carried out by Muogbo (2013) in Kenya shows that extrinsic rewards given to workers in organizations has a significant influence on the workers' productivity while low remuneration tends to produce low

productivity. On the basis of the researcher's findings, employers are continually challenged to develop remuneration policies and procedures that will enable them to motivate and satisfy employees. This study investigated the effects of non-financial motivation on the productivity of employees in the Ministry of Finance in Somaliland. The relationship between non-financial motivation and employee productivity has not been holistically studied in the horn of Africa and more so in a country such as Somaliland where there is no published research on the same. This study aims to fill this gap by assessing the effects of non-financial motivation on employee productivity in Somaliland.

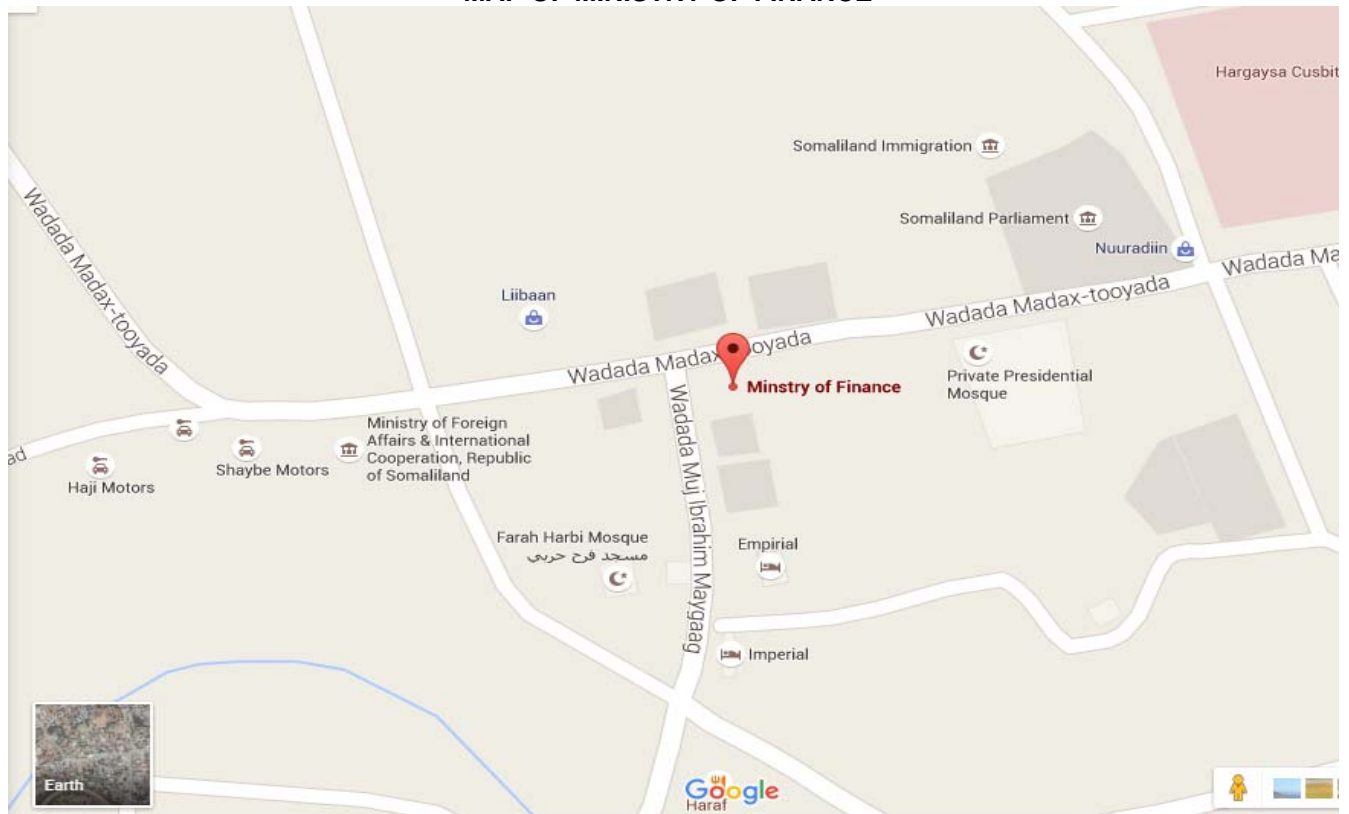
The general objective of this study was to assess the effects of non-financial motivational on employee productivity. The specific objectives of this study was to determine whether working conditions affects employee productivity, to establish whether employee training affects employee productivity and to find out whether employee recognition affects employee productivity.

The study sought to inform the stakeholders on the need to tailor their roles in promoting motivation, which ensured: efficient, effective, impartial, competent, and responsiveness towards the employees in a particular organization. The findings of the study were to provide an insight on how a well-motivated employee will be highly productive and also provide policy suggestions to managers on the best motivational factors. The study findings will enable managers to understand the relevance of non-financial motivational factors such as working conditions, training and recognition on the productivity of personnel in the Ministry of Finance and other government Ministries.

The study was limited to the context of the Ministry of Finance Headquarters in Hargeisa Somaliland. MOF is one of the largest Ministries in Somaliland. It derives its mandate from the Constitution of Somaliland which provides for proper budgetary and expenditure management of government financial resources. Ministry of Finance collects 90% of the total taxes in Somaliland. Study area is illustrated by the attached map in Appendix IV. The researcher obtained the necessary information and correspondences through self-administered questionnaires. The study was conducted between September 2015 and October 2015. The study was confined to the focus of the relationship between non-financial motivation and employee productivity.

The study used both primary data and secondary data. Primary data that was collected from the field could likely be subjective due to sampling errors and possible analysis mistakes such as generalization. This may limit on the potential accurateness of the findings and the possible reliability and validity of this research. To overcome the limitation of sampling errors, the researcher ensured reliability and validity of the data collection. This was done by having a pre-test aimed at measuring the accurateness and reliability of the questionnaires which the researcher was to administer in the collection of the primary data.

MAP OF MINISTRY OF FINANCE



2. LITERATURE REVIEW

2.1 THEORETICAL LITERATURE

2.1.1 Herzberg's Two-Factor Theory

Herzberg's theory emphasizes mainly on the factors that satisfy or dissatisfy employees (Riley, 2005). In his theory Herzberg mentioned a number of key points that are similar to Maslow's hierarchy of needs. Herzberg's Two-Factor Theory divides motivation into two groups known as the motivation factors and hygiene factors and the researcher provided a strong link between motivation and productivity. According to Herzberg (1959), the motivating factors are the six job content factors that include; achievement, recognition, work itself, responsibility, advancement, and possibility of growth. Hygiene factors are the job context factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security.

Kiruja and Mukuru (2013) argue that when institutional hygiene factors do not exist (e.g. salary, job security, working conditions, level and quality of supervision, company policy and administrative and interpersonal relations), employees are dissatisfied and if these factors exist it still does not mean that employees are motivated or satisfied.

Riley (2005) asserts that direct approach to work is the motivational factors. Supporting and recognizing employees' effort will help them to feel more valued within the organization, as well as giving a sense of achievement and responsibility. If the employee does not feel some responsibility associated with a certain task or department, he/she will not feel like their efforts are worthwhile.

2.1.2 Adam's Equity theory

Equity theory, developed in the early 1965 by behavioral psychologist John S. Adams, is concerned with defining and measuring the relational satisfaction of employees. His theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965).

He also, suggested that employees try to keep a balance between what they give to an organization against what they receive, and base satisfaction with their own balance on perceptions of the same balance in colleagues (Kaur et al., 2004).

2.1.3 Goal Setting Theory

The theory bases its proponents on Locke and Latham (2002) who state that motivation and productivity are higher when individuals set specific goals, when goals are difficult but acceptable and when there is feedback on productivity. They reveal that goals have a pervasive influence on employee behavior and productivity in organizations and management practice (Locke & Latham, 2002). They also argues that every organization seek high productivity which can be attained by challenge and reachable goals.

On the other hand, if the goal is too easy it will not bring out the desirable productivity required by the organization to succeed (Lunenburg, 2011). Goal setting is important, it increases the motivation, and then the organization can get better productivity, since employees feel more responsible when they set the goals with their managers. Their theory further suggests that the joint setting of objectives, feedback and involvement, which are all part of a managerial approach, can improve motivation. The theory places particular emphasis on goal-setting behavior and stipulates that the goals need to be clear, specific and achievable if they are to motivate (Kiruja & Mukuru, 2013).

2.2 EMPIRICAL LITERATURE

2.2.1 Working conditions and employee productivity

Aisha et al. (2013) conducted a research on the effects of working ability, working condition, motivation and incentives on employee multi-dimensional productivity in Indonesia. The results showed that working conditions, incentives and motivation had a statistical significant effect on employee productivity. The findings also revealed that workload, facilities, and expectancy had a negative effect on employee productivity. Meanwhile, working group, salary, job security, achievement, fairness, and goals had a positive effect on employee productivity. Also the result showed that there is a significant effect between variables working conditions (workload and facilities) and productivity (quality and quantity of work and level of attendance).

Swalhah et al. (2013) carried out a study on the relationship between job stress and job productivity in Jordan. The objective of this study was to find if there was any significant relationship between the internal work stress (role conflict, physical working conditions, and job security) and job productivity. The Primary data for this study was gathered through questionnaire and the data obtained was analyzed using SPSS. The statistical methods included descriptive statistics. The findings showed that stress exists in every organization either big or small, with work places and organizations becoming more complex. Work place stress has a significant effect over the employee job productivity. They found a statistically significant relationship between work stress and productivity in the internal work stress areas of working conditions and the lack of connections to role conflict and physical working conditions.

Chandrasekar's (2011) study of the workplace environment and how it impacts on employee's morale, productivity and engagement in India. The researcher argued that it is not just a coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness - previously not considered as key benefits - are now primary considerations of potential employees, and common practices among the most admired companies. He observed that people working in environments with poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, moderate noise, insufficient safety measures in fire emergencies and lack of personal protective equipment are likely to be prone to occupational diseases and that impact on employee productivity. Also the researcher found out that productivity decreases due to the workplace environment in a wide industrial area where the employees are facing serious problems in their work places such as environmental and physical factors, it is difficult to provide facilities to increase their productivity level.

A study carried by Ali et al. (2013) sought to investigate the effects of working condition especially working hours and Workload on employee's productivity and whether there is a relationship between working condition and employee's productivity manufacturing industry in Mogadishu, Somalia. The study found out that, in order to get better outcomes and increased productivity, there should have been a better workplace environment. Better physical environment were seen as boosting the employees and ultimately improving their productivity.

Yesufu (1984)'s study on the dynamics of industrial relations and the nature of the physical condition in Nigeria, employees work argues that, employees working in offices and factories that are too hot and ill ventilated get debilitated of their efforts. There should be enough supply of good protective clothing, drinking water, rest rooms, toilets, first aids facilities etc. Both the management and employers should be safety conscious at all times and the organizations must respect minimum requirement of the factory

2.2.2 Employee training and productivity

Elnag and Imran (2013) conducted a study to determine the effects of training on employee productivity in Kingdom of Saudi Arabia. They investigated the meaning and importance of training and explored the relationship between Training and employee productivity with exploratory research. The researchers found out that there exist a positive impact on employee training supports to fill the gap between what productivity is required and what productivity is happening (gap between desired productivity and actual employee productivity). They also found out that training programs are the stimulant that workers require to improve their productivity and capabilities, which consequently increase organizational productivity.

Khan (2012) conducted a research on the impact of training and motivation on productivity of employees in Pakistan. His study sought to know the impact and the role of training and motivation on productivity of employees in the organizations. The researcher found out that there is positive correlation between training and motivation. The researcher concluded that, if employees are effectively trained, they perform better and their productivity is increased as proven by the study. According to the researcher, training and motivation if provided effectively has a Positive effect on productivity.

Luis (2013) conducted a study on the impact of training and motivation on employee productivity in Pakistan. The researcher identified the key factors to achieving a quality and productivity-driven company culture. He used surveys method to evaluate the accuracy, perception, and correlation of the defined key factors to workforce quality and productivity, employee turnover, and employee satisfaction. He detected the two key factors to a quality-and-productivity-driven company culture as training and motivation. The researcher asserted that, effective training is the key to quality productivity, while motivation is key to productivity. Training and motivation not only complement each other but also affect employee turnover and employee satisfaction in a positive manner when effectively implemented. His study recommended for an effective implementation of training and motivation into company culture which can result to increased quality and productivity, lower employee turnover and increased satisfaction.

A study carried out by Farooq and Khan (2011) sought to investigate the impact of training and feedback on employee productivity in Pakistan. The researchers used questionnaire to collect data. Results from the questionnaire were analyzed through SPSS. Correlation of data provided the results of relation of variables with each other. The finding from their study showed that training is a healthy source of influencing employee productivity, because it is very clear that training should target those ends of employees which are weak and creating hindrances in effectively performing the tasks. The study found that feedback provides a clear picture of what weaknesses are there on the employees and those that need the training.

2.2.3 Employee recognition and productivity

Manzoor (2011) studied the impact of employee motivation on organizational effectiveness in Pakistan. The study sought to analyze the factors that increase motivation of employees and the relationship of employee motivation and organizational effectiveness. The researcher found out that recognition and empowerment increased employee motivation and hence their productivity. Recognition plays an essential part in enhancing employee motivation towards organizational tasks. Appreciating the employees for their work done and giving

them participation in decision making, they will be internally satisfied with their job, and organizational environment. Thus their enthusiasm and motivation towards accomplishment of tasks increases.

Shazia et al. (2011) investigated the efficacy of recognition based rewards on employees' motivation for them to be efficient and effective on the job as compared to usual incentives particularly the monetary ones. Their study also aimed to identify the roles of these rewards on employee retention as well as their long-term effectiveness within organization. In their study they used closed ended questionnaires to show the relationship between recognition and efficiency of the organization. The study findings showed that there exist a positive correlation between recognition and employee motivation and productivity. They concluded that such motivation arising out of recognition is not hierarchical. Majority of their respondents also showed a clear linkage between the employee motivation and productivity.

Alam et al. (2013) conducted a study on the relationship between employee recognition and employee contribution in Service Industry in China. The researchers aimed at analyzing the impact of employees' recognition on their contribution to the organization. The study results showed that there is a positive relationship between employee productivity and recognition.

Gohari et al. (2013) conducted study on the relationship between rewards and employee productivity in Malaysia. Their research focused on the relationship between intrinsic motivation factors such as recognition and extrinsic factors like salaries, bonuses and commission on employee's productivity of Persian Travel firms as the target sample. Their findings showed that it is better to have a good reward system in the organization and evaluate it on the employee productivity (including intrinsic and extrinsic).

Aourzag and Rajaa (2014) did a study on the contribution of recognition to the motivation of the Moroccan public service managers in Morocco. The researchers aimed at finding if there is a positive relationship between recognition and motivation of public service managers. The researchers used exploratory-oriented methodology in order to test the nature of the relationship between the practices of symbolic recognition and managers' motivation in the public service. They conducted an empirical study by means of questionnaires. Their findings showed that correlation and regression analysis allowed them to confirm their main research hypothesis that recognition practices at work are positively associated with motivation. They concluded the recognition is a determinant factor for motivating public service managers.

3. RESEARCH METHODOLOGY

3.1 Research Design

Descriptive correlation research design was adopted in this research because it describes the phenomena and correlates the independent variable which is how the non-financial motivation factors such as training, working condition and recognition affects the dependent variable which is employee productivity.

3.2 Target Population

Population consists of all the items under consideration in any field (Lavrakas, 2008). Sekeran (1990) reported that a population is the entire group of people, events or things of interest that meet the sample criteria for inclusion in a study. The study targeted a population of 141 employees of the Ministry of Finance Headquarters in Hargeisa Somaliland. The employees are divided into different departments namely: the department of administration and finance, budget department, planning department, Inland Revenue department, customs department and the department of the accountant general.

3.3 Sample Size and Sampling Techniques

3.3.1 Sample techniques

Stratified sampling was used in this study. The population was divided into groups, based on some characteristic. This method is considered to give the best results due to the fact that employees in the Ministry of Finance are classified under different departments, after grouping the population in different strata according to different departments of the Ministry of Finance. Kothari (2007) defines sampling technique as a definite plan for obtaining a sample from the sampling frame.

3.3.2 Sample size

To obtain the minimum population sample for this study, the researcher adopted stratified sampling as a technique using Yamane's formula as following:

Where **n** is the sample size, **N** is the population size and **e** is the margin of error.

$$\text{Sample size formula: } n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{141}{1 + 141(0.05)^2}$$

$$n = 104$$

Therefore a sample size of 104 was selected from a total population of 141 employees. The selection of the sample was sufficient and representative enough of the entire population limiting the influence of respondents.

The sample size was sufficiently large enough to produce results among variables that are significantly different. According to Mugenda and Mugenda (2003) a sample size of 30% is ideal. The sample population is shown in table 3.1.

3.4 Sampling frame

Gill and Johnson (2002) describe a sampling frame as a list of members of the research population from which a random sample may be drawn. The sampling frame of the study was composed of the various departments of the Ministry of Finance in Hargeisa Somaliland. It was picked from the personnel department of the Ministry of Finance consisting of all employees working at the Hargeisa offices.

3.5 Data Collection

The researcher used both primary and secondary data. Primary data was collected by aid of structured questionnaires. In this questionnaire, the questions were of closed-ended nature. The Likert Scales formed part of the interpretation of the questions in the questionnaires which respondents were asked to rank variables according to their understanding and experiences. Secondary data was obtained from Ministry of Finance of Somaliland's website and the Civil Service Institute information office which have detailed data on the ministry's financial and non-financial statements.

3.6 Pilot test

The researcher used 8 respondents for the pilot test in order to test whether the data collection instruments were effective.

3.7 Testing for Reliability

Reliability refers to the stability attributer of the measure that is used to study the relationships between variables (Ghauri & Gronhaug, 2005). The Cronbach's alpha was used to test for the reliability of the study in which an average value of 0.8043 was arrived at which is ideal for reliability purposes. This is shown in the table 3.2:

3.8 Testing for Validity

Validity refers to the extent of accuracy of the results of the study. Validity of the results can either be internal or external. Internal validity refers to the analysis of the accuracy of the results obtained. External validity refers to the analysis of the findings with regards to whether they can be generalized (Ghauri & Gronhaug, 2005). Validity was ensured by making sure that all the objectives were well included in the questionnaire and that the questionnaire was scrutinized for correctness by my supervisors before embarking on data collection.

3.9 Ethical Considerations

The researcher ensured confidentiality on the part of the respondents who will be answerable to the study questionnaires. Research instrument was administered to respondents after explaining to them the purpose of the study and assuring them that the information they provide will be used for research purposes only. The respondents were informed on the benefits of the study so that they can feel all inclusive.

3.10 Data analysis and presentation

Data was analyzed through statistical techniques and was generated using statistical package for social sciences (SPSS) V-20. After the fieldwork before analysis, all the questionnaires were adequately checked for data verification. The data was tabulated and classified accordingly in line with the objectives of the study. The coded, tabulated and classified data was subjected to both quantitative and qualitative analysis. Quantitative data was presented by aid of frequency tables and charts.

Table 3.1: Sample Population Distribution

Departments	Population	Sample size	Percentage
Admin and finance	17	13	73%
Budget	15	11	73%
Planning	6	5	73%
Inland revenue	42	31	73%
Custom	36	26	73%
Account General	25	18	73%
TOTAL	141	104	73%

Table3.2: Cronbach Alpha

Item	Cronbach Alpha
Recognition	0.808
Working condition	0.801
Training	0.804

4. RESEARCH FINDINGS AND DISCUSSIONS

4.1 INTRODUCTION

This chapter presents the findings of the primary data collected from the field using the questionnaire as the tool. The objectives of the study were; to determine whether working conditions affect employee productivity; to establish whether employee training affects employee productivity; to find out whether employee recognition affects employee productivity. The administered questionnaires sought to collect data relevant for analysis to meet these objectives. Discussions have been arranged in order of objectives.

4.2 BACKGROUND INFORMATION

4.2.1 Response rate

The study realized 100% responses as evidenced by the below formulae.

$$\text{Response Rate} = \frac{\text{Number of valid responses} * 100}{\text{Total number approached}}$$

$$\text{Response Rate} = \frac{104 * 100}{104} = 100\%$$

The response rate above implies that all the 104 respondents to whom questionnaires were issued filled them and returned them in time.

4.2.2 Gender of Respondents

The study sought to establish the gender of the respondents so as to determine whether all genders were well represented for this study. The findings are shown in table 4.1. From the study findings above, it's evident that 56.7% of respondents were male while 43.3% of them were female. The findings reveal that both male and female were well represented in this study and that the findings will be opinions of both gender.

4.2.3 Age of Respondents

The study intended to determine the age of the target respondents involved in the study. The findings are shown in table 4.2. From the collected data, 58.7% of the respondents were between 20-30 years, 33.7% were between 31 - 40 years, while 8% were between 41 – 50 years. The findings are an indicator that all the age sets were well represented by respondents in this study.

4.2.4 Educational Level of Respondents

On the educational level of respondents, the table 4.3 below was established. The findings shows that, 6.7% of respondents were secondary school drop outs, 4.8% were diploma holders, 72.1% were degree holders, 15.4% were masters holders while 1% was a PhD holder. These findings indicate that all respondents were qualified to answer the study questions.

Table 4.1: Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	59	56.7	56.7	56.7
Female	45	43.3	43.3	100.0
Total	104	100.0	100.0	

Table 4.2: Age of Respondent's

	Frequency	Percent	Valid Percent	Cumulative Percent
20 – 30	61	58.7	58.7	58.7
31 – 40	35	33.7	33.7	92.3
41 – 50	8	7.7	7.7	100.0
Total	104	100.0	100.0	

Table 4.3: Respondent's Per Educational level

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	7	6.7	6.7	6.7
Diploma	5	4.8	4.8	11.5
Degree	75	72.1	72.1	83.7
Masters	16	15.4	15.4	99.0
PhD	1	1.0	1.0	100.0
Total	104	100.0	100.0	

4.2.5 Respondents Per Departments

The researcher sought to find out the respondents as per to their departments to determine whether the study was well represented. The findings are shown in table 4.4. From the data collected, 12.5% of the respondents were distributed from Admin and Finance department, 10.6% were from Budget department, 29.8% were Inland Revenue department, 25% were from the customs department, 17.3% from the Accountant General while 4.8% were from the planning department. The statistics indicate that all departments were well represented for this study.

4.2.6 Work Experience of Respondents

The researcher sought to find out the years of experience among the target respondents involved in the study. The findings are shown in Table 4.5. From the data collected, 43.3% of the respondents had work experience of between 1 to 3 years, 34.6% had work experience of between 4-6 years, and 20.2% had work experience of between 7-10 years while 1.9% had work experience of more than 10 years.

Table 4.4: Respondents per Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Admin & Finance	13	12.5	12.5	12.5
Budget	11	10.6	10.6	23.1
Inland Revenue	31	29.8	29.8	52.9
Custom	26	25.0	25.0	77.9
A/General	18	17.3	17.3	95.2
Planning	5	4.8	4.8	100.0
Total	104	100.0	100.0	

Table 4.5: Respondents Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 3 years	45	34.6	34.6	43.3
4 - 6 years	36	43.3	43.3	77.9
7 - 10 years	21	20.2	20.2	98.1
more than 10 years	2	1.9	1.9	100.0
Total	104	100.0	100.0	

4.3 WORKING CONDITIONS AND EMPLOYEE PRODUCTIVITY

4.3.1 Relationship between working conditions and Employee Productivity

The research aimed to investigate whether working condition affects employee productivity from the respondents involved in the study. The findings are shown in Table 4.6 and 4.7. A majority of respondents (54.8%) with a mean of 1.54 strongly agreed that working conditions affect employee performance. 39.4% agreed, 2.9% strongly disagreed while 2.9% disagreed. Majority of the respondents agreed that recognition motivates employees towards higher productivity and hence is one of the determinants of employee productivity. These findings reveal that working conditions had an above average positive effect on productivity as supported by table 4.7.

Table 4.6: Mean number on working conditions and employee productivity

	N	Mean
Do you agree working conditions have positive effect on productivity	104	1.54

Table 4. 7: Working condition and employee productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	57	54.8	54.8	54.8
Agree	41	39.4	39.4	94.2
Strongly disagree	3	2.9	2.9	97.1
Disagree	3	2.9	2.9	100.0
Total	104	100.0	100.0	

4.3.2 Correlation Analysis of Working Conditions on Employee Productivity

The study established that there exist a weak positive relationship between working conditions and employee productivity with $r=0.440$. This shows that although working conditions affects employee productivity, its effect is to a large extent insignificant.

As regards to the question of the availability of equipment and how that influences productivity, most of the respondents (48%) strongly agreed as supported by a mean score of 2.48, indicating that the availability of equipment had a positive influence on the productivity of the organization. Most managers should be aware on the same and seek to provide equipment to boost productivity.

As regards to the question on whether the availability of drinking water influenced organizational productivity, majority respondents (47%) with a mean of 1.84 agreed that the availability of drinking water at the office influenced employee performance. This is due to the fact that employees didn't have to go out to look for water whenever they felt thirsty but instead they could quench their thirst and continue with their work and this improved on the ability of employees to work for long hours and meet set targets.

On the question whether the provision of office buildings space to employees influenced their performance through creation of a comfortably work atmosphere, a majority of respondents (50%) with a mean of 1.65 strongly accepted that office space provision boosts employee performance through increased employee morale and the fact that they have a suitable working area from which to execute their duties.

As regards to the question whether the availability of toilet, toiletry and mosque facilities influenced employee productivity, many respondents (77%) with a mean of 1.30 strongly agreed that productivity is a function of the preceding facilities of mosque, toilet and toiletry within the office. This is perhaps due to the fact that the existence of these facilities limits employee movements out of the office which in time ensures that they cast more hours to their work and hence improved productivity.

Table4. 8: Correlation Analysis of Working Condition on Employee Productivity

		working condition	Employee productivity
working condition	Pearson Correlation	1	.440**
	Sig. (2-tailed)		.000
	N	104	104
Employee productivity	Pearson Correlation	.440**	1
	Sig. (2-tailed)	.000	
	N	104	104

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4. 9: Effect of working condition and employee productivity

4 -Disagree, 3- Strongly Disagree 2- Agree, 1 -Strongly Agree

Statement	(4)	(3)	(2)	(1)	Mean
Availability of equipment influence productivity.	12	2	39	51	2.48
	12%	2%	37%	48%	
Availability of drinking water Influence your productivity.	12	1	49	42	1.84
	12%	1%	47%	40%	
Office buildings space influence to work comfortably.	7	2	43	52	1.65
	7%	7%	41%	50%	
Availability of toilet, toiletry and mosque influence productivity	3	1	20	80	1.30
	3%	1%	19%	77%	

4.4 TRAINING AND EMPLOYEE PRODUCTIVITY

4.4.1 Training and employee productivity

The findings on the effect of training on employee productivity are shown in table 4:10 and 4.11. Out of the total respondents, 70.2% with a mean of 1.30 agreed that training has an impact on employee productivity while 29.8% disagreed. The findings reveal that training and productivity are positively related with each other. Table 4.10 reveals that above average respondents attributed productivity as a result of training.

Table 4.10: Mean of training on Employee Productivity

	N	Mean
Have you had any form of training	104	1.30

Table 4.11: Training and employee productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	73	70.2	70.2	70.2
No	31	29.8	29.8	100.0
Total	104	100.0	100.0	

Table 4.12: Employee selection criteria for Training

	N	Mean
How employee of MOF selected for training	104	1.30

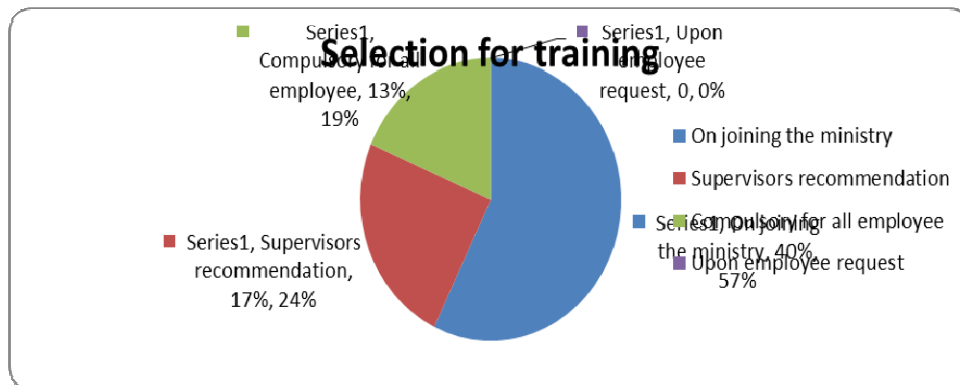


Figure4. 1: Selection for training

Table 4.13: Training quality of the Ministry of Finance

	Frequency	Percent	Valid Percent	Cumulative Percent
Very poor	7	6.7	6.7	6.7
Poor	23	22.1	22.1	28.8
Average	25	24.0	24.0	52.9
Good	34	32.7	32.7	85.6
Excellent	7	6.7	6.7	100.0
Total	104	100.0	100.0	

4.4.2 Employee selection criteria for Training

The research aimed to investigate employee selection criteria for training. The findings are shown in table 4.12 and figure 4.1. On the selection criteria for training of the employees of the Ministry of Finance, majority of respondents (57%) with a mean of 1.30 believed that employees got the opportunity of the training on joining the ministry, 24% of the respondents were given training under supervisor's recommendation while 19% received training due to the fact that training was compulsory for all employees irrespective of the organization worked for. This is supported by the findings of figure 4.1.

4.4.3 Training quality of the Ministry of Finance

The research aimed to investigate the quality of training given to employees in the Ministry of Finance from the respondents involved in the study. The findings are shown in table 4.13:

A majority number of respondents (32.7%) ranked the quality of training at the ministry of Finance as good, 24% ranked it as average, 22.1% ranked it as poor, 6.7% as excellent while 6.7% ranked them as very poor. Many respondents ranked the quality of training as above average, but that cannot override the 28.8% which was too a high ranking on the quality of training as being poor in the ministry.

4.4.4 Need for further training

The researcher aimed to investigate whether employees require further training or not. The findings are shown in the table 4.14 and figure 4.2. Majority of respondents (89%) with a mean of 1.10 strongly agree that employees at the Ministry of Finance required training for motivation. Perhaps most organizations are not taking training serious and that is why the motivation levels of employees at the moment were moderately low. 11% of respondents believed that employees in the Ministry of Finance do not need training. A majority respondents support the assertion that the employees at the ministry require training to improve their skills and hence the Ministry of Finance should work towards ensuring this is achieved.

Requiring for further training

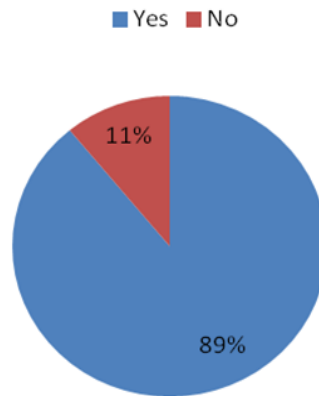


Figure 4 2: Need for further training

Table 4.14: Need for further training

	N	Mean
Requiring further training for motivation	104	1.10

4.4.5 Importance of taking training

On the importance of training on the part of employees, the findings in table 4.15 and 4.16 below were established. Majority respondents (58.7%) with a mean of 1.78 were of the opinion that the employees require further training to improve their skills. This is perhaps the reason as to why many employees are not able to perform effectively at work resulting to low productivity. Organizations should improve the training levels of employees to further their skills alongside many other employee and organizational benefits

Table 4.16 on the importance of training reveals that training is key for employees to get additional skills and knowledge; this was evidenced by 59% of respondents. 21% of respondents felt that training is important for career advancement while 12% felt that training is important in order to get promotion. Only 7.7% of respondents believed that training is important for get a job elsewhere. The above statistics reveal clearly that for employees to get additional skills and knowledge which will in turn help them work better to improve the productivity of the ministry, training was a key consideration.

Table 4.15: Mean on the importance of taking training

	N	Mean
What is the importance of taking training	104	1.78

Table 4. 16: Importance of taking training

	Frequency	Percent	Valid Percent	Cumulative Percent
To get additional skills and knowledge	61	58.7	58.7	58.7
To get promotion	13	12.5	12.5	71.2
Career advancement	22	21.2	21.2	92.3
To get job else where	8	7.7	7.7	100.0
Total	104	100.0	100.0	

4.4.6 Training policy of the Ministry of Finance

The researcher sought to investigate whether there exists any policies on training and career progress in the Ministry of Finance. The findings are shown in table 4.17 and figure 4.3. Many respondents (61%) with a mean of 1.61 believed that training policies exist in the Ministry of Finance. However, it is questionable whether their implementation is a reality or a matter of faith for things to happen from a vacuum.

Figure 4.3 above indicates that majority respondents were of the opinion that the Ministry of Finance has a training policy. This is evidenced by 61% of respondents who agreed to that while 39% felt that the ministry doesn't have a well-functioning training policy. The ministry therefore should foster to eliminate these 39% doubts by ensuring that its training policy is effective.

Table4. 17: Mean of training policy of the MOF

	N	Mean
Are there existing policy on training	104	1.61

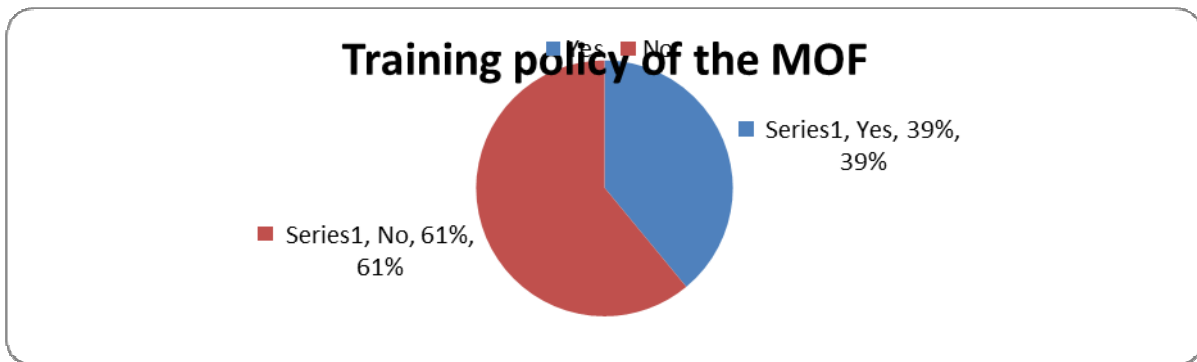


Figure 4. 3: Training policy of the Ministry of Finance

4.4.7 Frequency of training at the Ministry of Finance

The researcher aimed to investigate the frequency of training in the Ministry of Finance. The findings are shown in Table 4.18. From the field data above in table 4.19, 35.6% of respondents argued that training are conducted after every 5 years, 24% opined that they are conducted annually, 11.5% believed that they are conducted monthly while yet 28.8% believed that trainings are not conducted at all. The statistics are not very appealing and they depict serious gaps in training that must be filled by the training policy of the ministry.

Table4. 18: Training frequency of MOF

	Frequency	Percent	Valid Percent	Cumulative Percent
Monthly	12	11.5	11.5	11.5
After 5 years	37	35.6	35.6	47.1
Annually	25	24.0	24.0	71.2
None at all	30	28.8	28.8	100.0
Total	104	100.0	100.0	

Table 4.19: Mean of employee recognition and productivity

	N	Mean
Do you agree recognition result high productivity	104	1.78

4.5 RECOGNITION AND EMPLOYEE PRODUCTIVITY

4.5.1 Relationship between employee recognition and productivity

The research aimed to investigate whether employee recognition affects productivity. The findings are shown in table 4.19. A majority of employees (38.5%) with a mean of 1.78 strongly agreed that employee recognition is important for productivity to be achieved. Organizations should therefore foster to understand the various types of recognition favorable for their employees so as to ensure their productivity levels are increased. Table 4.20 reveals the relationship between employee recognition and productivity.

Table4. 20: Employee recognition and productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	40	38.5	38.5	38.5
Agree	49	47.1	47.1	85.6
Strongly Disagree	4	3.8	3.8	89.4
Disagree	11	10.6	10.6	100.0
Total	104	100.0	100.0	

4.5.2 Motivational package

The researcher sought to find out the different motivation factors motivating employees at the Ministry of Finance. Table 4.21 shows the study findings:

The above data in table 4.21 above indicate that majority of employees (59.2% of respondents) are motivated by high salaries followed by recognition (46.6% of respondents), 26.2% supported that promotions motivate employees, 40.8% opined that effective leaders motivated employees while 17.5% were of the opinion that healthcare motivates employees.

Table 4.21: Different motivational package

	N	Responses Percent
Recognition	48	15.4%
Training	47	15.1%
Promotion	27	8.7%
Working condition	38	12.2%
Effective leaders	42	13.5%
High salary	61	19.6%
Bounces	31	9.9%
Healthcare	18	5.8%
Total	312	100.0%

a. Dichotomy group tabulated at value 1.

4.5.3 Correlation between the employee recognition and employee productivity

On the correlation between employee recognition and employee productivity, the following table 4.22 was established. Table 4.22 on the correlations reveals the existence of a strong positive relationship between employee productivity and recognition. Many respondents, (45%) with a mean of 1.83 ranked recognition as important. Majority of respondents (41%), with a mean of 2.66 were not satisfied with the department's current recognition. Many respondents (40%), with a mean of 2.79 strongly disagreed that the nature of their job gave them opportunity to be recognized. Majority respondents (29%) with a mean of 2.49 agreed that employees should be equally rewarded while a majority of respondents on the other hand (50%) with a mean of 1.94 agreed that employees appreciate non-financial motivation.

Table 4.22: Correlation between recognition and employee productivity

	Employee recognition	Employee productivity
Pearson Correlation	1	.706**
Sig. (2-tailed)		.000
N	104	104
Pearson Correlation	.706**	1
Sig. (2-tailed)	.000	
N	104	104

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In this section, the study provides a discussion on the findings of the research. The summary, conclusion and recommendations in regard to the effects of non-financial motivation and are comprehensively discussed with the specific research objectives in mind.

5.2 SUMMARY

5.2.1 Working conditions and employee productivity

Above average number of respondents believed that working conditions affect employee productivity. 54.8% of respondents strongly agreed that working conditions affect employees, 39.4% agreed, 2.9% strongly disagreed while 2.9% disagreed. The study established that there exist a weak positive relationship between working conditions and employee productivity with $r=0.440$. This shows that although working conditions affects employee productivity, its effect is to a large extent insignificant.

Many respondents (48%) strongly agreed that the availability of equipment influenced productivity. Majority 47% (majority) agreed that the availability of drinking water Influenced productivity, 50% (majority) strongly agreed that office buildings space influences employee productivity while 77% (majority) strongly agreed that the availability of toilet, toiletry and mosque facilities influenced employee productivity.

5.2.2 Training and employee productivity

The study findings reveal that above average respondents attributed productivity as a result of training. Out of the total respondents, 70.2% agreed that training has an impact on employee productivity while 29.8% disagreed. Above average number of respondents believed that employees received training upon joining the Ministry. 57% of respondents believed that employees got the opportunity of the training on joining the ministry, 24% of the respondents were given training under supervisor's recommendation while 19% received training due to the fact that training was compulsory for all employees irrespective of the organization worked for.

A majority number of respondents (32.7%) ranked the quality of training at the ministry of Finance as good, 24% ranked it as average, 22.1% ranked it as poor, 6.7% as excellent while 6.7% ranked them as very poor. Many respondents ranked the quality of training as above average, but that cannot override the 28.8% which

was too a high ranking on the quality of training as being poor in the ministry. Many respondents (89%) believed that employees required further training to improve their skills while 11% of respondents believed that employees in the Ministry of Finance do not need training. A majority respondents support the assertion that the employees at the ministry require training to improve their skills and hence the Ministry of Finance should work towards ensuring this is achieved.

Many respondents (59%) believed that training is important for the skills of employees to be improved. Majority (61%) respondents were of the opinion that the Ministry of Finance has a training policy. On the frequency of trainings at the Ministry of Finance, 35.6% of respondents believed that training are conducted after every 5 years, 24% opined that they are conducted annually, 11.5% believed that they are conducted monthly while yet 28.8% believed that trainings are not conducted at all.

5.2.3 Recognition and employee productivity

38.5% and 47.1% strongly agreed that employee recognition affects their productivity. It was found that majority of employees 59.2% are motivated by high salaries followed by recognition at 46.6% while 26.2% supported that promotions motivate employees. 40.8% opined that effective leadership motivated employees while 17.5% were of the opinion that healthcare motivates employees. Employee recognition and productivity exhibited a strong positive relationship with $r=0.706$.

Many respondents, 45% ranked recognition as important at the same time 41% were not satisfied with the department's current recognition. 40% believed that the nature of their job did not give them opportunity to be recognized. 29% of employees further suggested that they should be equally rewarded while 50% appreciated non-financial motivation. The findings imply that recognition, equal rewards and non-financial motivation contributes to employee productivity. However, the findings also reveal that the current nature of employees job's had not given them the opportunity to be recognized.

Table 4.23: Recognition and employee productivity

Statement	(4)	(3)	(2)	(1)	Mean
Importance of recognition	11 11%	3 3%	47 45%	42 40%	1.83
Satisfied with department's current recognition	43 41%	14 14%	34 32%	13 13%	2.66
The nature of job gives opportunity to be recognized	42 40%	11 11%	41 38%	11 11%	2.79
Employees should be equally rewarded.	29 28%	23 22%	22 21%	30 29%	2.49
Appreciate non- financial motivation.	12 11%	5 5%	52 50%	35 34%	1.94

5.3 CONCLUSION

In conclusion, the study findings indicate that working conditions influence employee productivity. Although this relationship is weak, the availability of appropriate working conditions such as drinking water, office space, toilet and toiletry and also the mosque are essential to improve the working atmosphere of employees and hence their productivity.

Training both on the job and off the job is also essential for employee productivity to be increased. Improved employee training results to increased productivity and the opposite is true. The current quality of training at the Ministry of Finance is low and there is need for training to be improved so as to increase employee skills and knowledge to perform the job better.

Recognition was found to correlate strongly with productivity in a positive manner. The study established that recognition is important for the motivation of employees at the ministry. It was proposed that employees should be equally recognized as per their output and that the current nature of recognition was inappropriate since the current nature of jobs had not given them the opportunity to be recognized.

5.4 Recommendation

5.4.1 Policy Recommendations

The study recommends for the implementation of effective training opportunities for all employees at the Ministry of Finance to better their skills. Also recommended is the need for the ministry to adopt to fair and equal recognition criteria for the motivation of its employees which will result to higher productivity. Also, the ministry should ensure that employees' working conditions are improved for them to work effectively so as to achieve greater productivity in their respective departments which will ensure the overall ministry's productivity levels are high.

5.4.2 Recommendations for further Research

The researcher recommends further research on the relationship between compensation and employee satisfaction at the government Ministries in Somaliland.

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