

EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PERFORMANCE (CASE: MOGADISHU MUNICIPALITY)

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Abstract:

The purpose of this study was to determine the effect of employee on organizational performance. The specific objectives were: to establish the effect of motivational tools on organizational performance in Mogadishu Local Government/Banadir regional administration MLG/BRA. The study utilized both quantitative and qualitative approaches design based on descriptive in nature. It was used both approaches that it was based on variables with numbers and analyzed with statistical procedures using descriptive statistics (Creswell, 2003). Qualitative research was used because it reveals valuable attitudes and perspectives that can be hardly accessed and obtaining data expressed in non-numerical terms (Amin, 2005) while Quantitative research was used on numerical data, measurable variables.

The study made use of a survey study research design using of administered questionnaires. The target population was Somali employees especially those who work in government offices. The study targeted MLG/BRA staff with unit of enumeration consisting of 28 directors of departments (Managerial Level), 36 head of sections (Tactical Staff) and normal staff of 52 (Operational Staff), making a total target population of 168 respondents. The study sampled 22 directors of departments, 28 head of sections and 40 of normal staff 90 respondents. The data was analyzed using SPSS Version 20 The key finding was that there is a strong positive relationship between the Pay Schemes and organizational performance. There is a strong positive relationship between the reward system and organizational performance MLG/BRA. There is positive relationship between the job security and organizational performance, in while there is less affect between promotion and organizational performance that results poor performance in MLG/BRA.

Keywords:

employee motivation, pay schemes, rewards, job security, promotion and organizational performance.

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INTRODUCTION

Motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important role. Most organization encounters the matter of motivation whether they are in the public or private sector (Chintallo & Mahadeo, 2013). According to Chaudhary & Sharma (2012) basically motivation word is derived from "Motive". The meaning of "motive" is needs, wants, and the desire of the persons. So that "employees motivation mean the process in which organization inspiring our employee with the shape of rewards, bonus etc. for achieving the organizational goals.

Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So we can say that human resources are the very important or most competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the employee of any organization. So the motivation is main factor that affect the human resources of the organization.

The motivation in Banader Regional Administration or Mogadishu Municipality was continues from the time of Italian colonization, although it was fluctuating from time to time because of interchange of the region's administration and the differed government which were ruling the country for so many different times with so many different systems like dictatorship, and so many temporary government.

The employee of Mogadishu Municipality has so many different types because of education, seniority and also the most popular problem in whole African countries made the staff of Mogadishu local government lowered from needed position of performance.

1.2 Statement of the Problem

The performance of organization and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers in order to achieve their mission and vision is of paramount concern. Employees in both public and private sector organization are becoming increasingly aware that motivations increases productivity. From the foregoing, and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Despite these, no research work has targeted to investigate the impact of employee motivation and organizational performance in Somalia especially the municipality of Mogadishu. Existing studies in Somalia aimed at the effect of motivators and hygiene on job performance. Related studies on this study were on monetary incentives and its removal on performance (Bergum & Lehr's, 2004). Of these studies in Somalia, very few assessed the impact of Employees motivation on organizational performance on manufacturing and non-manufacturing sectors of the economy. To this effect, this study attempts to empirically analyze how motivational tools can be used by Mogadishu Municipality to effectively derive plans for growth and development.

General objective of the Study

The general objective of the study was to investigate the effect of employee motivation on organizational performance of Mogadishu Municipality.

Specific objectives:

- i. To examine the effect of pay schemes on organizational performance.
- ii. To determine how reward system relate to the organizational performance.
- iii. To find out how job security affects organizational performance.
- iv. To examine how promotion relate to the organizational performance.

Theoretical Frame work

Maslow's Hierarchy of Needs

Armstrong, (2006) expounds on Maslow's motivational theory which categorizes human needs: Physiological Graham (1998) states that in the work environment, the fundamental purpose of a wage or salary is to provide the means of satisfying basic needs. Security or safety needs, the need for protection against danger and the deprivation of physiological needs, work environment, the wish for security of tenure, the existence of restrictive practices and many aspects of Trade unionism. All such show how employees try to satisfy needs of this kind. Social needs the need for love, affection, and acceptance as belonging to a group. Esteem or ego needs a position of authority, company car, an office carpet, or special type of overall. Self – actualization or fulfillment, the need to develop potentialities and skills or become what one believes one is capable of becoming. It involves skilled operation, professional workers and managers.



Figure 2. 1 Maslow's Hierarchy of Needs (Dessler, 2012)

Equity theory

Robbins (2003) explains that the equity theory is a theory that centers on perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. After this individual evaluation of his input-output ratio, he will compare his ratio to the input-output ratios of others, especially the direct peers. If the employee considers his input-output ratio to be equal to ratios of other relevant employees, a state of equity exists. In this situation of equity, the person is seemingly content and will not act to imbalance the condition (Cosier and Dalton, 2003). Naturally, when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequity. The equity theory is concluded for the study because it is interesting to see how employees compare themselves to each other. Important is that equity theory shows that beliefs, perceptions, and attitudes influence motivation. Employees are motivated powerfully to correct situations when there is a perception of inequity present.

Conceptual framework

The conceptual framework relating the variables in the study as indicated in Figure2.

Independent Variables Dependent Variable

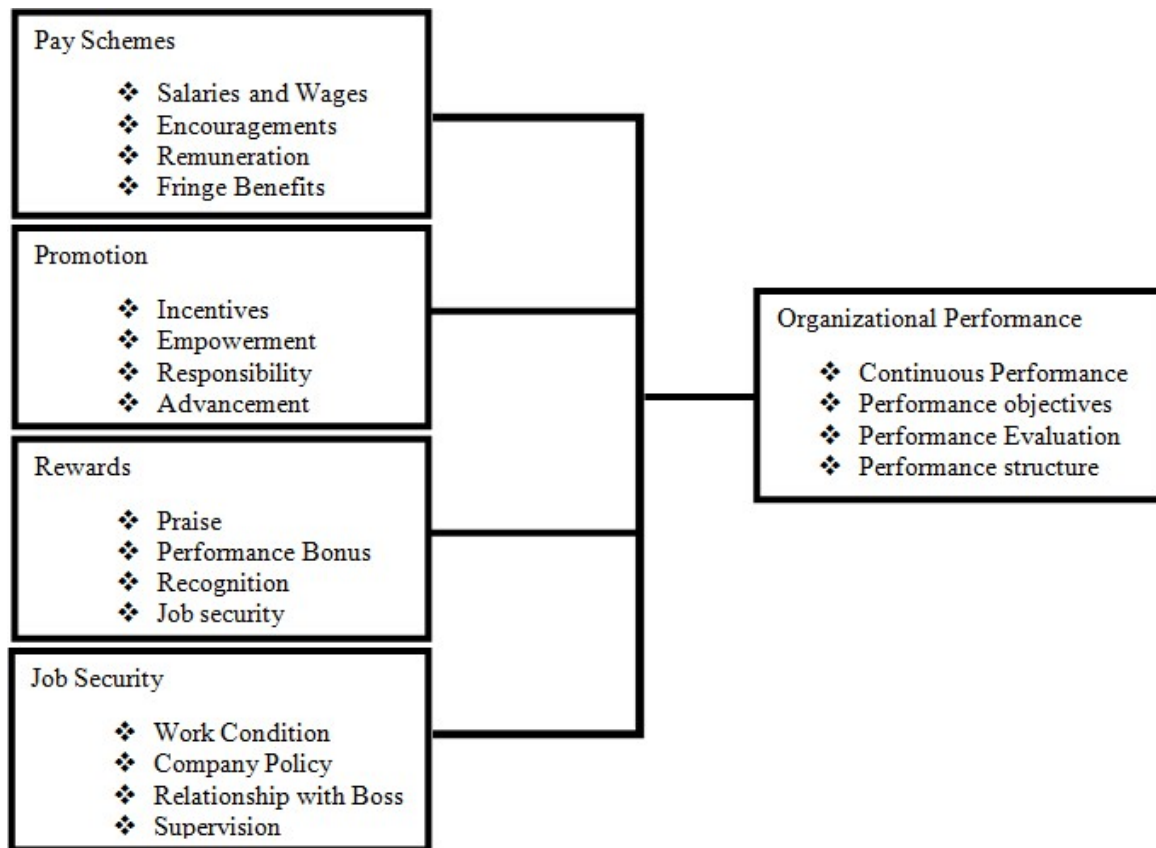


Figure 2. 2 Conceptual Framework

RESEARCH METHODOLOGY

The researcher selected to carry out this study using quantitative approach design. The purpose of this research is to assess the effect of employee motivation on organizational performance in Mogadishu municipality. This study took the quantitative approach in that it was based on variables with numbers and analyzed with statistical procedures using descriptive statistics. Quantitative research was used on numerical data, measurable variables.

The target population for this study was Mogadishu municipality staff those are either normal staff, or head of sections or director of departments in the targeted organization. The researcher selected 11 of the Mogadishu municipality since it is not easy to reach all of Mogadishu municipality department in time. The target population of the study is very large for that the researcher selected the accessible departments in Mogadishu municipality. The researcher took the respondents from 11, head of sections 23 and 56 of the directors of selected departments in the Mogadishu Municipality because they have relevant information and experience concerning to this study. This study included municipality staff members that were on the work. In other words, those who were not on work were excluded in the study.

The sample size of this study represents the whole population of the study being observed by the researcher. The confidentiality of the findings will directly be affected by the sample size for that the statistical analysis of the sample size usually requires a minimum sample size of 30 respondents . The researcher selected 11 department of those 90 questionnaires were distributed to the whole 11 directors, 23 head of sections and 56

of the normal staff for that the researcher employed Slovene's formula to determine the sample size with maximum acceptable error of 5%. $n = \frac{N \cdot a}{1 + N \cdot a}$, $n =$

n . stand for sample size, N . stand for population and a . stand for acceptable error.

Table 3.1: Sample size

No.	Type of Employee	Quantity
1.	Directors of Departments	11
2.	Head of Section	23
3.	Staff	56

This Researcher used quota sampling technique which is one of the non-probability sampling to select a sample that can be representative of the target population. This is equivalent of stratified sampling. Like stratified sampling, the researcher first identifies the strata and their proportions as they are represented in the population. Then convenience or judgment sampling is used to select the required number of subjects from each stratum. This technique has been used because the researcher selects to get individuals that have comprehensive knowledge and experience toward this area.

Primary data collection instrument for the study was the questionnaire from directors, head of sections and normal staff of the Mogadishu municipality or Benadir regional administration. They were also preferred for the inquiry because of it costs less and also saves time used in data collection. This research instrument consisted of only three parts written as follows: Demographic information: This section contains four items which are respondent's area of work, gender, age, qualification and staff category in the organization. Employee motivation section, this section contains four independent variables or dimensions those are: Effect of pay schemes, Rewards, job security and promotion. While organizational performance section contains one dependent variable or dimension of measuring organizational performance. This questionnaire was fully done by directors of departments, head of sections and normal staff in Mogadishu municipality.

Data analysis, Discussions and key findings

The main focus on this study was to assess the effect of leadership style on secondary school performance in Wadajir district. This was done in order to attempt to realize the objectives of the study as detailed in chapter one. The summary and discussion of the results are given in line with each of the objectives of the study. The results on demographic variables showed that majority of the academic staffs ($n = 76$, 85%) were males only 13 (15%) were females. likewise it was found that that laissez faire leadership lead the school failure as the majority of the respondents greatly supported (73%). Moreover, the democratic and transformational form of leadership was revealed to be commonly used form of leadership styles in the area of study. It was also found that most head teachers used this kind of leadership in order to create ownership in schools. the findings were as presented in table 2 for laissez faire leaders and table 3 for democratic leadership and table 4 for transformational leadership styles.

Table 2 Pay Schemes as the Respondents in Mogadishu Municipality

Salaries not only assist people to attain their		SA	A	N	D	Total	Mean	SDev.
basic needs	Frequency	33	27	16	14	90	2.12	1.079
	Percent	36.7	30.0	17.8	15.6	100.0		
	Cumulative							
	Percent	36.7	66.7	84.4	100.0			

Pay is one of the most significant variables in explaining job performance		SA	A	N	D	Total	Mean	SDev.	
	Frequency	27	39	13	11	90	2.09	.967	
	Percent	30.0	43.3	14.4	12.2	100.0			
	Cumulative Percent	30.0	73.3	87.8	100.0				
There is positive relationship between pay and performance		SA	A	N	D	SD	Total	Mean	SDev.
	Frequency	40	28	12	8	2	90	1.93	1.068
	Percent	44.4	31.1	13.3	8.9	2.2	100.0		
	Cumulative Percent	44.4	75.6	88.9	97.8	100.0			
The greater the financial reward, the less worry employees have concerning their financial state		SA	A	N	D	Total	Mean	SDev.	
	Frequency	51	21	14	4	90	1.68	.897	
	Percent	56.7	23.3	15.6	4.4	100.0			
	Cumulative Percent	56.7	80.0	95.6	100.0				
Employees seek pay systems that are perceived as just,unambiguous, and inline with their expectations		SA	A	N	D	Total	Mean	SDev.	
	Frequency	50	17	18	5	90	1.76	.964	
	Percent	55.6	18.9	20.0	5.6	100.0			
	Cumulative Percent	55.6	74.4	94.4	100.0				

Table 2 shows that majority of the respondents agreed that pay has more importance that more employee can attain to cover their basic needs, as indicated the mean of 2.12 which has the majority percentage of 36.7%, followed by that pay has significance role in explaining the job performance for the mean of 2.09 which has the percentage of 43.3% agreed, in addition to that the relationship between pay and performance is positive, as indicated in the mean of 1.93, which has 44.4% strongly agreed, The respondents indicated that greater payment terminates the worry of the employee about the financial state of himself, as it is shown in the mean of 1.68, which has a significance percentage of 56.7% of strongly agreed, every employee seeks just payment as indicated in the mean of 1.76 which has also the mean of 55.6%.

Table 3 Reward Systems as the respondents Mogadishu Municipality

The main purpose of								
reward system is to attract, retain and motivate employees		SA	A	N	D	Total	Mean	SDev.
	Frequency	46	34	9	1	90	1.61	.714
	Percent	51.1	37.8	10.0	1.1	100.0		
	Cumulative Percent	51.1	88.9	98.9	100.0			
Reward system help to maintain the equality of		SA	A	N	D	Total	Mean	SDev.
	Frequency	40	37	11	2	90	1.72	.765

employee	Percent	44.4	41.1	12.2	2.2	100.0			
	Cumulative Percent	44.4	85.6	97.8	100.0				
The reward system enables organizationto use advance technology which will record the individual performance of employees		SA	A	N	D	Total	Mean	SDev.	
	Frequency	58	21	9	2	90	1.50	.768	
	Percent	64.4	23.3	10.0	2.2	100.0			
	Cumulative Percent	64.4	87.8	97.8	100.0				
People will work at their best, if they know the monitoring system of the organization, in terms of performance is connected to the reward system		SA	A	N	D	SD	Mean	SDev.	
	Frequency	21	43	15	8	3	2.21	1.011	
	Percent	23.3	47.8	16.7	8.9	3.3			
	Cumulative Percent	23.3	71.1	87.8	96.7	100.0			
The reward system can also help to create positive competition inside the organization.		SA	A	N	D	SD	Total	Mean	SDev.
	Frequency	32	37	9	8	4	90	2.06	1.105
	Percent	35.6	41.1	10.0	8.9	4.4	100.0		
	Cumulative Percent	35.6	76.7	86.7	95.6	100.0			

Table 3 shows that majority of the respondents agreed that the aim of reward is to attract new qualified and retain the already existing qualified employees as indicated the mean of 1.61 which gets the percentage of 51.1% of strongly agreed, followed by that reward systems help to maintain equality of employee as indicated by the percentage of 44.4% which gets the mean of 1.72, reward system and technology also has more important relationship in recording the employee performance as indicated by the mean of 1.50 and gets 64.4% of strongly agreed by the respondents, followed by that if the reward system is connected with monitoring the employee will work their best, as indicated by the mean of 2.21 and its percentage of 47.8% of Agreed, and also the reward system creates positive competition in the staff as indicated by the mean of 2.06 and its percentage of 41.1% of agreed.

Table 4 Job Security as the respondents Mogadishu Municipality

Job security is one of the most influential means of motivating employees		SA	A	N	D	SD	Total	Mean	SDev.
	Frequency	34	37	6	10	3	90	2.01	1.096
	Percent	37.8	41.1	6.7	11.1	3.3	100.0		
	Cumulative Percent	37.8	78.9	85.6	96.7	100.0			
Job security plays an important role in both social and working life		SA	A	N	D	SD	Total	Mean	SDev.
	Frequency	45	22	11	9	3	90	1.92	1.154
	Percent	50.0	24.4	12.2	10.0	3.3	100.0		
	Cumulative Percent	50.0	74.4	86.7	96.7	100.0			
		SA	A	N	D	SD	Total	Mean	SDev.

Job security leads to high commitment	Frequency	30	34	10	10	6	90	2.20	1.210
	Percent	33.3	37.8	11.1	11.1	6.7	100.0		
	Cumulative								
	Percent	33.3	71.1	82.2	93.3	100.0			
Job expresses the general attitude of the employee towards his/her job		SA	A	N	D	SD	Total	Mean	SDev.
	Frequency	28	33	6	18	5	90	2.32	1.262
	Percent	31.1	36.7	6.7	20.0	5.6	100.0		
	Cumulative	31.1	67.8	74.4	94.4	100.0			
Job contributes to maintaining labor peace, organizations' productivity and protecting social balance and values		SA	A	N	D	SD	Total	Mean	SDev.
	Frequency	26	38	11	12	3	90	2.20	1.104
	Percent	28.9	42.2	12.2	13.3	3.3	100.0		
	Cumulative	28.9	71.1	83.3	96.7	100.0			

Table 4 indicates that majority of the respondents agreed that job security is the most influential means of motivating employees as showed by the mean of 2.01 which has 41.1% of the respondents agreed, followed by that job security has important role in social and working life which most of the respondents strongly agreed upon 50% which gets the mean of 1.92, in addition to that respondents have been questioned if job security leads high commitment the most respondents agreed with 37.8% of 2.20 mean, job security expresses the general attitude of the employee toward their jobs as indicated in the table the most respondents of 36.7%, and the mean of 2.32, job security has the contribution of many things like to maintain labor peace, productivity and protection of social balance and values, up to 42.2% with the mean of 2.20.

Table 5 Promotion as the respondents Mogadishu Municipality

Promotions provide opportunities for			SA	A	N	D	SD	Total	Mean	SDev.
personal growth, increased responsibility, and increased social status	Frequency		20	40	14	13	3	90	2.32	1.079
	Percent		22.2	44.4	15.6	14.4	3.3	100.0		
	Cumulative		22.2	66.7	82.2	96.7	100.0			
	Percent									
Job satisfaction is the result of promotion opportunities in the organization If organizations want to accelerate			SA	A	N	D	SD	Total	Mean	SDev.
	Frequency		37	30	12	10	1	90	1.98	1.049
	Percent		41.1	33.3	13.3	11.1	1.1	100.0		
	Cumulative		41.1	74.4	87.8	98.9	100.0			
performance of employees in the organization, fair			SA	A	N	D	SD	Total	Mean	SDev.
	Frequency		49	30	6	3	2	90	1.66	.914
	Percent		54.4	33.3	6.7	3.3	2.2	100.0		
	Cumulative									

**promotional
opportunities**

			54.4	87.8	94.4	97.8	100.0	
should be given to		Cumulative						
employees		Percent						
Many	people							
experience			SA	A	N	Total	Mean	SDev.
satisfaction	when	Frequency	50	31	9	90	1.54	.673
they	believe	that	Percent	55.6	34.4	10.0	100.0	

Table 5 shows that majority of the respondents agreed that the Promotions provide opportunities for personal growth, increased responsibility, and increased social status as indicated in the mean of 2.32 which gets the percentage of 44.4% of agreed, followed by that job satisfaction is the result of the promotion of employee as indicated by the percentage of 41.1% which gets the mean of 1.98, followed by that if there is positive relationship between promotion practices and perceived performance, as indicated by the mean of 2.19 and its percentage of 38.9% of agreed, If organizations want to accelerate performance of employees in the organization the employee should be given fair promotion, as indicated by the mean of 1.66 and its percentage of 54.4% strongly agreed, Many people experience satisfaction when they believe that their future prospects are good, and also as indicated in the mean of 1.54 and the gotten percentage of 55.6% of strongly agreed.

Table 4.14 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.138	.258		.536	.593
	Pay Schemes	.284	.073	.344	3.896	.000
	Reward Systems	.334	.104	.289	3.216	.002
	Job Security	.141	.065	.185	2.167	.033
	Promotion	.187	.111	.151	1.687	.095

a. Dependent Variable: Organizational Performance

Table 4.14 of the Four leadership styles $Y = .138 + .284X_1 + .240X_2 + .263X_3 + 0.187X_4 + 0.258$ pay schemes ($B = .284$, $p < 0.05$) which imply that pay schemes contribute much affect to prediction, followed by Reward System ($B = .0334$, $p < 0.05$) which indicates that significantly contribute much to the prediction, followed by Job Security contributes much to prediction ($B = .0141$, $p < 0.05$) which implies that job security affect organizational performance and also Promotion ($B = 0.187$, $p > 0.05$) which indicates that promotion does not contribute much in employee motivation in Mogadishu Municipality/Banadir Regional Administration.

Summary of the findings

The main focus on this study was to assess the effect of employee motivation on organizational performance in Mogadishu Municipality/Banadir Regional Administration. This was done in order to attempt to realize the objectives of the study as detailed in chapter one. The summary and discussion of the results are given in line with each of the objectives of the study.

Pay schemes and organizational performance (OP)

The study established that the effect of pay schemes on organizational performance was high while the contribution of this motivational tool towards the overall organizational appearance is high. However, it is clear that pay schemes is a very important component and a critical ingredient in the process of improving

the organization's performance. In this objective there were a number of questions that were asked to the respondents (Directors, head of Sections and Staff) to get their perceptions towards affect of employee motivation on organizational performance of Mogadishu Municipality/Banadir Regional Administration.

The significant relationship found in this study between employees' pay schemes and organizational performance implies that there was accord between MLG/BRA and organizational environment. This finding suggests that employee motivation had significant relationship with the organizational performance as indicated table 4.8 which respondents greatly agreed that pay schemes contribute much affect in the organizational performance for the average of 44.7% with the mean of 1.9. Likewise table 4.14 implies that pay schemes donate a great deal affect to the organizational performance because of significance ($\text{Sig} < 0.05$). The study also established that Directors who use the improper pay schemes tend to fail to create good working atmosphere and consequently performance declines.

Reward Systems and OP

Results in table 4.7 showed that the rewards are to attract qualified employees; rewards create an atmosphere those employees to try their best to perform, as the respondents greatly agreed 43.8% with the mean of 1.97. The table 4.14 also obtained that there is a positive relationship between the reward system of motivational tools and organizational performance MLG/BRA ($\text{sig}, p < 0.05$). This significant relationship found between reward system of motivational tools and organizational performance suggest that the more fair rewards in the work environment leads to the better the organizational performance in MLG/BRA.

Most organizational managers use the rewards system compared to other motivational tools in order to involve the organizational community. Because there is that the organization is composed of intelligent people whose ideas are crucial in the day-to-day running of the same activity.

Head of Sections and Operational staffs include some of people who have the capacity to advise effectively on organizational matters in the organization. Their ideas and contributions cannot be ignored.

Thus; a positive moderate relationship was found to exist between pay schemes and organizational performance in relation to other motivational tools. To use of this motivation tool may therefore lead to improve organizational performance especially departments which do more than others, the pool of intelligent people in the organizational need to be used to this motivational tool.

Job Security and OP

Results from the analysis of the study in Table 4.10 indicate that there is a strong positive relationship between job security and organizational performance in MLG/BRA as the most respondents agreed for 36.4% of the average of five questions in the table with the mean of 2.1. The significant relationship found between job security and organizational performance as most of the Employees and directors suggested that the adoption of a particularly relevant tool depending on a specific situation led to organizational effectiveness, rather than relying on a single tool of motivation in table 4.14 ($\text{sig}, p < 0.05$). The responses of the questions captured in the study account for the significance of long term working time and less worrying about searching new job, this may support the situation like when there hardship of getting a job suddenly, both the staff and directorate of the departments have to keep away from any disposing factors. The finding was in agreement with the findings made by JOYCE, (2012) who found significant relationship between Job Security and organizational performance in MLG/BRA.

Promotion and OP

The study established that the effect of promotion on organizational performance was small while the contribution of this motivational tool towards the overall organizational manpower and expected future production is low. However, it is clear that promotion is a very important component and a critical ingredient in the process of improving the organization's performance. In this objective there were a number

of questions that were asked to the respondents (High level and low level) to get their perceptions towards affect of promotion on organizational performance of MLG/BRA.

The non-significant relationship found in this study between promotion and organizational performance implies that there was no accord between managerial (directors and head sections) and organizational environment (low staff and organizational material and equipment). This finding suggests that promotion had no significant relationship with the material and staff performance as indicated table 4.11 which respondents greatly agreed does not contribute much affect in the school performance for the 41.6% with the mean of 1.9. Likewise table 4.14 implies that promotion does not donate a great deal affect to the secondary school performance because of insignificance ($\text{Sig} > 0.095$). The study also established that organizations who use the promotion tend to fail to follow up on the staff of the organization, and consequently their performance declines.

5.3. Conclusions

The following conclusions were drawn based on the above major findings:

Today's dynamic environment needs well motivated employees in order to enhance the performance of any organization, rather than materials which needs enormous and well qualified employee who can handle the work of the organization. Thus; a great positive relationship was found to exist between Pay schemes and organizational performance in relation to other motivational tools. It calls for managers who accelerate motivation in the employees set challenging expectations and achieve higher performance. Managers who are likely to succeed in such environment are those who pay attention to needs of individual and personal development of employees and encourage employees to create organizational performance enhancement. This does not, however, mean that the issue of situation is neglected. This simply means that pay schemes should be one of the most frequently used style in organizational working environment. If the academic staff is satisfied, they are more likely to be productive, less absent and stay more in the organization. This in turn leads to high quality of motivation and high performance among employees. However, the current frequently emphasized styles involve following up what the staff members are doing every time and taking corrective action if necessary and to reward those who deserve. In this case, managers use rules and regulations to take corrective actions necessary to enhance motivation of the employees.

5.4 Recommendations/Suggestions

The study recommends that motivational tools to be fair and applicable to the Equal Employment Opportunities (EEO), the extent to which organizational management uses as a motivational tools contribute to the organizational performance and may provide a potentiality of the grow or decline in the organizational performance.

These styles seem to be the most important ones of human resource management. They participate, transform and encourage employees to perform in the most effective way but also to attract potential employees' performance. The study also recommended the need to have qualified personnel in the three categories of the staff of (Directors, Head of Sections and also the operational staff.

- I. The researcher recommends a need for a similar study to be carried out in other employment areas such as business and NGOs whether they are local or international to see how the situation is portrayed.
- II. The clerical employees should be motivated with job rotation and job enrichment to reduce boredom and challenged to be innovative. Supervisors and managerial staff should be trained to develop sharper skills so that employees can be up to the task when given the opportunity. Training and development of employees must not be down play.

- III. Duplication of this inquiry will need to be carried out four or five years from now to establish exactly what changes will have taken place in Mogadishu Local Government/ Banadir Regional Administration.