



**THE EFFECT OF JOB MOTIVATION ON JOB SATISFACTION,
THE MODERATING ROLE OF EXTRAVERSION
A CASE STUDY OF EMPLOYEES IN THE MINISTRY OF INFORMATION
AND NATIONAL GUIDANCE IN SOMALIA**

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**THIS INDEPENDENCE STUDY SUBMITTED IN THE PARTIAL FULFILLMENT
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ABSTRACT

In today's business world, human capital is one of the most important assets of the organizations that can generate a competitive advantage and better performance. Satisfied and motivated employees are required in all organizations to safeguard the organization's performance and goals. There are numerous reasons why employee motivation is important, because it allows the management to meet the company's goals. Without motivated employees, organizations could be faced with continuous risk. The objective of this study is to present the effect of job motivation on job satisfaction the moderating role of extraversion. With a case study of employees in the Ministry of Information and National Guidance in Somalia Employee's motivation is an important aspect of organizational processes. Although personality of the employees can be different from one another, the uniqueness of the employees can create huge influence on organization's goal, it is organization's duty to determine how to motivate their employees in order to have satisfied employees also to discover their personality. The study is conducted using the quantitative methods. Online questionnaires are distributed to the employees of the Ministry of Information and National Guidance, data analysis has been through the use of statistical instrument. The findings of the study show that job motivation has positive effect on job satisfaction, the findings of the study also find that extraversion and job satisfaction have positive association, the overall results of this study can be used to increase the policies and management style in the Ministry of Information and National Guidance to maintain the employee's satisfaction and the performance of the organization.

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CHAPTER 1

INTRODUCTION

1.1 background of the study

1.1.1 Economic Situation in Somalia

Somalia is a country in Africa bordered by Djibouti, Ethiopia, Kenya, and the Indian Ocean. The Somalis are united by language, culture, and religion. Somalia's population is mostly rural. Nearly 80 per cent of the people are pastoralists, agriculturalists, or agro pastoral. Somalia's economy is mostly agricultural, based primarily on livestock and secondarily on crops (Putman, 1993). Somalia has witnessed important changes in its politics, armed conflicts, local governance, economic activities and social institutions. BBC (2017) reported that Somalia has been inching towards stability, but the new authorities still face a challenge from terrorist group. Somalia has suffered enormous instability and civil war in the last three decades, which have impacted the population as well as the economy of the country. It has registered a small growth in recent years. The people of Somalia are entrepreneurial by nature and have established business firms both outside and inside the country (Ali, 2017).

United Nations Population Fund (2014) asserted that after the fall of the military regime in 1991, Somalia underwent a long, bloody conflict involving more than twenty years of civil war and anarchy that tore apart the country. This had weakened and nearly destroyed many legitimate institutions, and generated general economic malaise. United Nation Economic Commission for Africa (2016) stated that there have been slight improvements in the general economy, despite difficulties in revenue collection and generation, with steady economic growth and low inflation during the year of 2015.

United Nation Economic Commission for Africa (2016) indicated that the consumer price index dropped from 1.3 per cent in 2014 to one per cent in 2015 due to lower commodity prices, including oil. The two biggest factors of GDP were

estimated to be remittances and household consumption expenditures respectively. The gross domestic product (GDP) per capita of Somalia is estimated at \$450. Agriculture makes up about 60 per cent of GDP and a share that has remained relatively stable since 2000. The share of services in GDP grew in the 1990s. However, the unemployment rate for those age 15-64 years was estimated at 54 per cent in 2012. For those aged 14-29 years, the unemployment rate was even higher, 67 per cent.

World Bank (2016) affirmed that an increase in the size of the telecommunication industry is estimated to have added slightly to real gross domestic product (GDP) growth in 2015, which was estimated as 3.7 per cent. Based on World Bank data, the GDP of Somalia in 2015 was approximately US\$5,925 million which is up from US\$5,647 million in 2014 and representing an increase of five per cent in nominal terms. Therefore, this would serve to create sufficient employment opportunities for young people as two thirds of young people surveyed by UNDP reported that they intended to leave Somalia (UNDP, 2012).

1.1.2 Human Resource Management in Public Organization

There are many factors and challenges that effected government sectors in managing human resource in Somalia. Those factors included wages and labor laws. There is growing concern about wage differences among employees across sectors in Somalia which are very tremendous Therefore, people of Somalia are willing to work with private enterprise. Somali Federation of Trade Union (2012) (as cited Jama, 2016) reported that labor laws were not enacted after the collapse of Somali central government in 1991. Also there are many influences that contribute to wage differentials. The most critical factor attributed to wage differentials is the lack of clear national wages, and salaries structure set by the government of Somalia which can be used as guide for determining the pay of the employees (Jama, 2016).

Rainey (2009) asserted that “Government exists to maintain systems of law, justice, and social organization; to maintain individual rights and freedoms; to provide national security and stability; to promote general prosperity; and to provide direction for the nation and its communities.” Hence, government agency is formulated to serve the public value which is governmental activities that concern for the efficiency and effectiveness of produced public outputs (Rainey, 2009). As such, public managers create public value when they produce outputs for which citizens express a desire.

In Somalia, there are 26 Ministries. Ministry of Information and National Guidance is one of the important ministries which responsible for overseeing and managing telecommunications in Somalia similarly providing professional support to the government during the national events also carrying out general activities by the government in form of acting speaker and representatives of the government. With over 500 employees, managing employee with diverse background and characteristics has become the challenge of the organization.

According to Rainey (2009), distinctive characteristics of public management and organizations are: 1.) the lack of economic market for outputs which lead to fewer incentives for cost reduction, efficiency, and effective in the planning of resources; 2.) intense constraints on operation and procedures and will of exercising formal administrative controls; 3.) Goal ambiguity may lead to conflict; and 4.) Interventions of external authorities and interest group in decision-making process.

Compared to private sector, employee turnover rate in public organization is relatively low due to job security and clear career path (Wells, 2017) However, Buelens & Broeck (2007) found that employee of public organization has significantly fewer working hours and less commitment to work than employee of private organization. Therefore, the public organization should keep their employee satisfied with their job even though public organization has low turnover rate. Employee satisfaction leads to increases the productivity level and job performance. It also creates trust and loyalty between the organization and its employees (Aziri 2011). Likewise, job satisfaction involves one’s attitude or feeling about the job itself, pay,

promotion or educational opportunities, supervision, co-workers, workload, and so on (Saari, 2004). Boyne (2002) found that the level of job satisfaction is believed to be lower in the public sector because of the inflexibility of personnel procedures and the weak link between performance and outcome.

Satisfied and motivated employees are prone to be more devoted to their work, contribute more energetically, positively and effectively in work-related activities and are less likely to leave the organization (Mafini, 2014). Motivated employees play a key role in the continuous quality improvement of an organization (Mafini, 2014).

Highly motivated employees serve as the competitive advantage for any company because their performance leads an organization to well accomplishment of its goals (Danish, 2010). Similarly, satisfied employees have more effective and efficient performance, thus, leads to better job performance. However, dissatisfied employees would not perform effectively in the workplace and leads to serious consequences in the organization (Mafini, 2014).

Motivators refer to factors intrinsic within the work itself like the recognition of a task completed (Tietjen, 1998). Conversely, hygiene's tend to include extrinsic entities such as relations with co-workers, which do not pertain to the worker's actual job. Employees of public organization were more motivated by work contents and work-life balance. In contrast, employees of private organization are more motivated by financial rewards, career development opportunities, and supportive environment (Rashid & Rashid, 2012). Therefore, intrinsic motivator induce stronger impact on employee of public organization than those of private organization.

Danish (2010) affirmed a statistically strong positive relationship between work satisfaction and motivation in telecommunication, education, and health organization in both government and private sectors in Pakistan. Similarly the result of this study shows that employees in public organization is most likely to be motivated with their working conditions, personal and general dimensions, also recognition and achievement is important in Pakistani firms. Public-sector employees

have higher achievement desires than their private-sector employees, recent studies have proposed that, employees with high levels of Public sector are more likely to be high performers, enjoy higher job satisfaction, and be less likely to leave their job (Steijn, 2008).

Many believe that Public administration motivation has a great significant influence on the characteristics, attitudes, and activities of public employees studies have additionally discovered that employees with high levels in public service motivation are inclined to need financial opportunities consistently employees with high levels of public sectors are more tolerant of the characteristics of bureaucratic organizations (Bright, 2008).

Employee personality significantly contribute to work evaluation since employee behaviors are formulated from the continuous interaction between the environment they live in and other individuals in the environment (Ayan & Kocacik, 2010). Among all five personality traits (i.e., extraversion, agreeableness, conscientiousness, emotional stability, and openness), extraversion is the only trait that significantly impact on both job satisfaction and job performance in a private enterprise in China (Yang & Hwang, 2014). Extrovert employee are more talkative, active, and assertive than their introverted employee. They are highly social and seeking for excitement (Judge, Martocchio, & Thoresen, 1997). Thus, extraversion also has positively impact on job satisfaction in a tight and collectivistic Asian society as Singapore (Templer,2012). Extraversion represents the tendency to be sociable and positive which lead to obtain job satisfaction and prone to remain in a position (Yahaya, 2012). However, limited study explore the role of extraversion on the relationship between job motivation and job satisfaction in public organization.

1.2 Objectives of the study

1. To explore the extraversion of employees of government organization in Somalia.
2. To explore the job motivation and job satisfaction of government organization employees in Somalia.
3. To find the moderating effect of extraversion on relationship between job motivation and job satisfaction.

1.3 Scope of the study

1. This research study moderating effect of extraversion on relationship between job motivation and job satisfaction.
2. This study collected the data from employee of the Ministry of Information and National Guidance in Somalia. The ministry comprised of three departments which are: 1.) Department of radio and air broadcasting media; 2.) Department of newspaper and public broadcasting; and 3.) Department of television news and events. This study focused on employees of department of radio and air broadcasting media in the Ministry of Information and National Guidance in Somalia.
3. This study collected the data during the month of February 2019.

1.4 Research Contributions

1. The study identifies the level of job motivation and job satisfaction of its employee based on its difference level of extraversion.
2. This study provides empirical evidence of the moderating role of extraversion on the relationship between job motivation and job satisfaction.
3. This research suggests the limitation of government organization in terms of motivation for administration to improve management strategy.

1.5 Conceptual Framework

This study explores the relationship between job motivation (intrinsic motivation and extrinsic motivation) and job satisfaction. The study also explore the moderating role of extraversion on the relationship between job motivation and job satisfaction as shown in figure 2.2

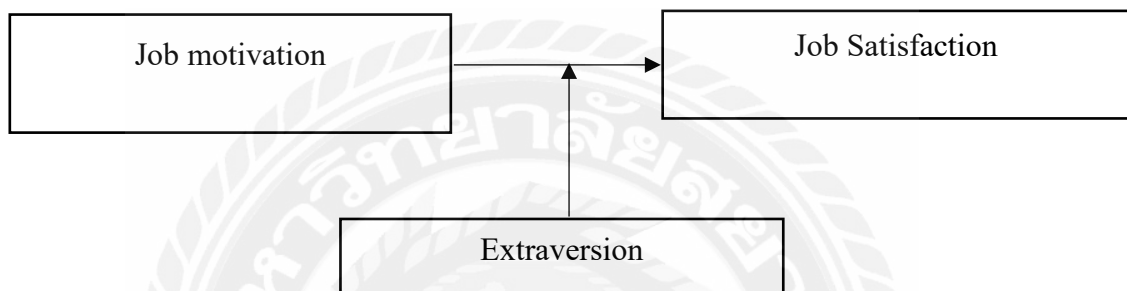


Figure 2.2 Conceptual Framework

1.6 Hypotheses

Hypothesis 1a: Intrinsic motivation and extrinsic motivation have positive impact on job satisfaction

Hypothesis 1b: Overall job motivation has positive impact on job satisfaction.

Hypothesis 2: Extraversion moderates the relationship between job motivation and job satisfaction.

1.7 Definitions

Job Motivation

Job motivation is the level of motivators that energizes employee to achieve work goal through a specific path.

Extrinsic Motivation

Extrinsic motivation refers to degree of external rewards includes salary, bonus, fringe benefits that reduce job dissatisfaction of employee.

Intrinsic Motivation

Intrinsic motivation refers to degree of internal rewards includes achievement, responsibility, advancement, recognition which lead to enhance job satisfaction.

Personality traits

Personality Traits is one's attitudes, characteristics and mindset towards oneself or others. Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. Individuals have variety of traits and it is determined by their actions and behaviors.

Extraversion.

Extraversion is one of the five personality traits of the Big Five personality theory (i.e., extraversion, agreeableness, conscientiousness, emotional stability, and openness). It indicates how outgoing and social a person is.

Extrovert

Extrovert refers to person with high level of extraversion. They tend to enjoy being around people more than being alone. They are sociable, energetic and has positive habit. They are outgoing and directing attention to things other than themselves.

Introvert

Introvert refers to person with high level of extraversion. They tend to enjoy time spent alone and find less reward in time spent with large groups of people, they prefer to enjoy solitude rather than being around too many people.

Job Satisfaction

Job satisfaction can be defined the extent pleasurable emotional state when work outcomes exceeded employee's expectations. It is the degree of employee's satisfaction with the things they are doing. It is employee positive reaction and their feeling about the tasks.

Employee

An employee is a person who has agreed to be employed and work as part-time or full-time to do a specific job under a contract of employment. In this study, the sample are employees of the department of radio and air broadcasting media in the ministry of information and national guidance.

The Ministry of Information and National Guidance

The Ministry of Information and National Guidance is defined as a branch of the government which responsible to the release of government information, media galleries and all the press and broadcasting information about the governments and in charge of media and information.

CHAPTER 2

LITERATURE REVIEW

2.1. Concepts and Theories

2.1.1 Job Satisfaction Concept

Job satisfaction is an attitude of people about their jobs. It results from their perception of their jobs and the degree to which there is good fit between the individuals and the organization (George, 2018). People in the organization may obtain wide range of attitudes about their work- and work-related issues. Job satisfaction is immensely explored in previous researches. Davis et al., (1985) asserted that job satisfaction represents a combination of positive or negative feelings that workers have towards their work. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Job satisfaction also refers to the degree to which expectations are match with the real awards. Employees are prone to have the needs and desires which determine their expectations upon things they dismissed. Degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction.

Furthermore, Aziri (2011) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Meanwhile, Rothausen (2009) defined job satisfaction as a total multidimensional construct, which means that it is an aggregate or numerical function of interrelated attributes or dimensions, typically called facets conceptually, global job satisfaction is equivalent to the sum of individual satisfaction ratings with job elements. Eleswed (2013) also asserted that job satisfaction is the collection of feeling and beliefs that people have about their current job.

In addition, Syptak, Marsland, & Ulmer (1999) asserted that job satisfaction is a positive emotional state that happens when a person's job leads to accomplish significant values. Job satisfaction is a pleasurable or positive emotional state

resulting from the evaluation of one's job experience. There are two types of job satisfaction, firstly global satisfaction which states employees' general moods about their jobs. The second is job facet satisfaction which means feeling about specific things such as, benefits, promotion, recognition, work itself and salary. Consistently, Luthans (1998) proposed that job satisfaction has three dimensions: 1.) Job satisfaction is a positive emotional response to the occupational status; 2.) Job satisfaction is often determined by how to meet the needs and expectations; and 3.) Job satisfaction represents several related attitudes which are very important features of job that show efficient reaction about people.

Gregory (2011) affirmed that having a satisfied and happy workforce strengthens the organization by lowering employee turnover, increasing employee productivity, increasing customer satisfaction and promoting loyalty. They go extra mile to achieve goals and take pride in their jobs, their teams, and their achievements. It is important that people remark the company in a positive light in their early days of employment otherwise it would be difficult to adopt the organizational work. It is more negative when an employee is not satisfied but continues to work with an organization due to other reasons such worrying about next move and the chance to get another job. So, the organization considers the employee perception towards company during the early days of employees at the working place. Job satisfaction is an important sector that motivate employees. In contrast, dissatisfaction have a consequence such as lack of loyalty and increases absenteeism (Aziri, 2011).

Satisfied employees are likely to engage in collaborative effort and accept the organizational goal that can increase the performance. Thus, satisfaction influence the individual behaviors (Ostroff, 1992). The job satisfaction level of employees in general may relate to effectiveness at the organizational level as well. Furthermore it is likely that satisfaction at the organizational level would show that organizations that have more satisfied employees are more productive and profitable than the organizations whose employees are less satisfied.

Rothausen (2009) suggested that job satisfaction has been the focus of over 11,000 studies while most of these researched have been done in the United States of America (USA). Therefore, this study analyzes the employee's satisfaction of the Ministry of Information and National Guidance in Somalia and how the employees are satisfied with their working spot and other factors that affect employee motivations to satisfy with their job.

Sub-Saharan Africa is the only region in the world where the youth population continues to grow. It is also a region where certifying that young people find rewarding employment is a main policy concern. But little is known about the level to which young workers in the region are satisfied with their employment. Thus, most of African managers facing challenges from their employees. A few African countries have yet managed to achieve significant structural transformation. Likewise, Somalia is similar to the African countries where the employees are dissatisfied about their work.

Consistently, Lam (2006) asserted that the youth population in Africa, which is already more than four times of its 1950 level, is predicted to continue growing until beyond 2050. By 2050, the level will be eight times the level of 1950s. This study will find out reasons that effected employee's job satisfaction. How does personality traits effects employee job satisfaction in the Ministry of Information and National Guidance? This is the principle issue of this investigation.

2.1.2 Two Factor Herzberg Theory

According to Herzberg et al.'s (1959) two-factor theory, workers have two major types of needs: hygiene and motivator. Hygiene needs are said to be satisfied by certain conditions called hygiene factors or dissatisfies hygiene in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction such as company policy and rules, pay and benefits, supervisor quality, co-worker relationships, Security of job. In contrast,

Herzberg et al. (1959) called motivator factors or satisfiers achievement, responsibility, advancement, etc. Whilst hygiene factors are related to the context of work, motivator factors are concerned with the nature and consequences of work. Compared to hygiene factors, which result in a 'neutral state' neither satisfaction nor dissatisfaction, the presence of motivator factors is thought to result in job satisfaction. However, when recognition, responsibility, and other motivator factors are absent from a job, the result will not be dissatisfaction, as with the absence of hygiene factors, but rather the same neutral state associated with the presence of hygiene factors, the theory also implies that if motivator factors are present and hygiene factors absent, the job incumbent will still be dissatisfied.

Frederick Herzberg's well known Two-Factor Theory was designed in year 1959. Herzberg et al.'s 1959 two-factor theory led to widespread enthusiasm for job enrichment schemes, i.e. the design of tasks in such a way as to build in the opportunity for personal achievement, recognition, challenge, and individual growth e.g. job rotation and enlargement. Motivation is one of the most important factors in affecting human behavior and performance. The level of motivation an individual or team applied in their work task can affect all characteristics of organizational performance and motivated employees can generate positive outcome through the organization. It is more important that the policy of the organization has no negative impact on employees, else the employee might not have good contribution towards organization and its working place, the more employees are agreed the company's policy the more they applied good performance, on the other hand it's very important that peers have good relation in terms of daily activity and their personal as human being. Leaders or the managers of the organizations should have to encourage, motivate and inspire their employees to become a better employee than yesterday, they should also recognize individual's ability and their importance in the workplace. To motivate employees, organizations should focus on supplying intrinsic or motivation factors (Robbins, 2009).

Herzberg (1968) explained that the individual's need for personnel growth bases on motivator factors which are effective to achieve high-level performance. Motivator factors consist of: personal growth, advancement, recognition and responsibility.

Herzberg's two-factor principles are:

- Improving the motivator factors increases job satisfaction
- Improving the hygiene factors decreases job dissatisfaction

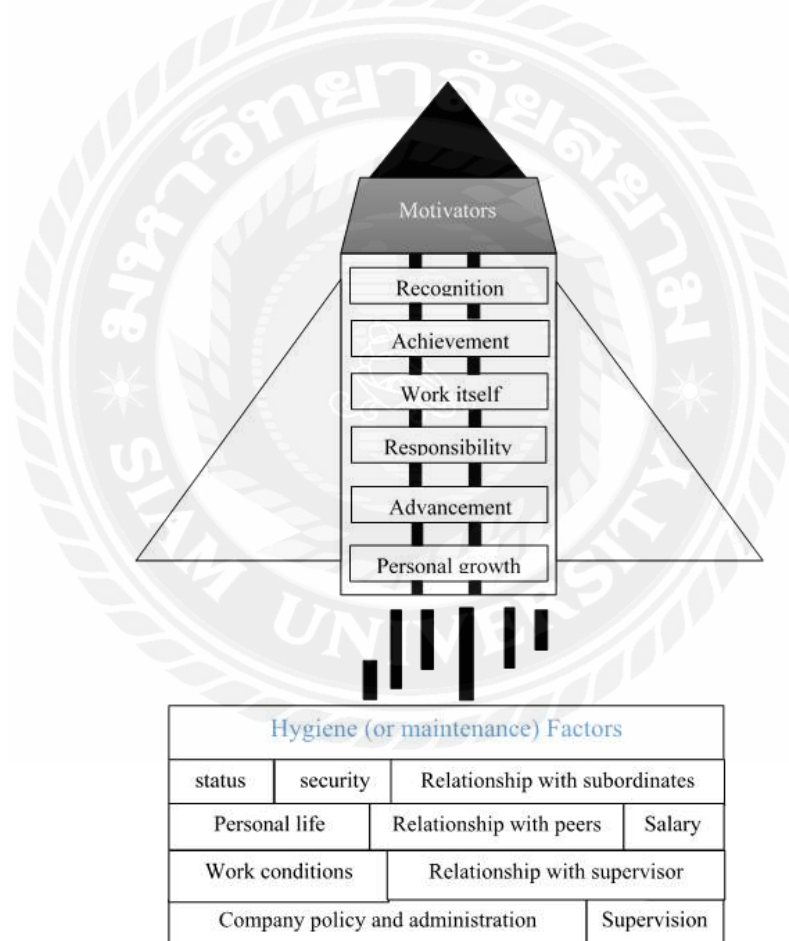


Figure 2.1: Herzberg diagram rocket and launch pad analogy diagram

Source: (Grönlund, 2011,P.12)

Hence, motivation can be defined as the methods that account for an individual's strength, direction and determination of energy toward achieving a goal (Lambrou, 2010). In most cases motivation stems from a need which must be fulfilled, and this in turn leads to a specific behavior. Fulfillment of needs results in some type of reward, which can be either intrinsic or extrinsic. This is consistent with Oparanma (2011)'s argument which asserted that there are two main sources to motivation at work. One is the job as an end in itself, and the other is the end towards which the job provides the means. This argument led to the concept of intrinsic and extrinsic satisfaction. Employee job satisfaction is boosted when an employee feels motivated and satisfied at his job. The more employee is motivated, the more satisfaction workers shows towards his organization. Therefore, motivation plus job satisfaction equals well performance from the employees. It is important to an employee's mental impression to believe that they are belong to organization and valuable to company therefore it will increase the motivation and job satisfaction, managers or leaders of the organization should be optimistic leaders, and practice the ability to solve problems especially during time of change.

2.1.3. Intrinsic Motivation and Extrinsic Motivation

Yusoff (2013) proposed motivation factors are intrinsic factors that will increase employee's job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. There is main difference between intrinsic motivation and extrinsic motivation. Extrinsic motivation occurs when we are motivated to perform a behavior or engage in an activity to earn a reward or avoid punishment. In this case, you engage activity you don't satisfy with but in order to get something in return or avoid something unwanted to happen, this kind of work might lead the employees to turn over the organization because of the unpleasant work that he/she doing without being happy with. In general, extrinsic motivation arises from an externally or socially created reason to perform an action. Extrinsic motivators such as money or other rewards can produce extrinsic motivation due to the fact that they generate desire for the consequence of the activity; they do not produce desire to engage in the activity for its own sake (Legault, 2016). Hence, extrinsic satisfaction refers to satisfaction with aspects that have little to do with the job tasks or content of the work itself, such as pay, working conditions and co-workers. Extrinsic motivation is related external or outside demand that requires the achievement of particular goal. An employee might complete a number of routine responsibilities that are not enjoyable. Because this employee is willing to receive an extrinsic reward (De Witte, 2005).

In contrast, intrinsic motivation refers to performance of behavior that is fundamentally contingent upon the attainment of an outcome that is separable from the action itself. Intrinsic motivation involves engaging in a behavior that is personally rewarding essentially, performing an activity for its own sake rather than the desire for some external reward. Essentially, the behavior itself is its own reward (Legault, 2016). Intrinsic motivation refers to engagement in behavior that is inherently satisfying or enjoyable. Intrinsic motivation is no instrumental in nature, that is, intrinsically motivated action is not contingent upon any outcome separable from the behavior itself. Rather, the means and end are one and the same (Legault, 2016).

Intrinsic motivation is defined as the doing of an activity for its inherent satisfactions rather than importance of external reward system (Ryan, 2000). When intrinsically motivated a person is moved to accomplish task required rather than because of external pressures, or rewards.

2.1.4 Big Five Personality Traits

Personality identifies the manner and the behavior of individuals; personality traits are what make the differentiation of human being. It covers all the traits, characteristics, and quirks that set you apart from everyone else. People have different characteristic which might separate from the other individuals, for example big five personality traits explains why people respond differently to the same question. Patrick (2011) described the personality construct as based on the assumption that individuals are characterized by different traits.

The Big Five, Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience are a set of five broad, bipolar trait dimensions that constitute the most widely used model of personality structure (Patrick, 2011).

Agreeableness is the domain that examines the ways in which one interacts with others in terms of level of trust, straightforwardness, altruism, compliance, modesty and tender-mindedness. Trust, sympathy, helpfulness and compassion are typical of high scorers, whereas low scorers are more distrustful, self-centered and antagonistic and prefer to compete rather than collaborate with others.

Conscientiousness encompasses the ability to control impulses, and to be organized and motivated. Its facets are competence, order, dutifulness, achievement striving, self-discipline and deliberation. This domain measures one's ability to control impulses and delay gratification. A high scorer could be described as goal oriented, organized, punctual and dependable, and a low scorer as impulsive and unmotivated.

Openness to experience domain describes a person's interest in new experiences and ideas in different areas. These areas are: fantasy, aesthetics, feelings, actions, ideas and values. High scorers are open to new experiences in these areas; low scorers tend to prefer what is familiar to them.

Neuroticism is defined as an individual's emotional stability, and includes the facets of anxiety, hostility, depression, self-consciousness, impulsiveness and vulnerability. Those with high scores in neuroticism are more likely to experience psychological distress and show maladaptive coping. Those with low scores tend to be calm and relaxed and cope effectively with stress. They are more likely to have irrational ideas and exhibit impulsiveness.

Extraversion Warmth, gregariousness, assertiveness, activity level, excitement-seeking behaviors and positive emotions are the facets of extraversion. Low scorers tend to prefer to be alone rather than with others, and are more reserved and quieter than high scorers. Those who score high on extraversion are more social, energy-filled and optimistic.

The five-factor model has been researched in many areas of industrial-organizational psychology, most notably with respect to job performance (Barrick & Mount, 1991). The relationship of the five-factor model to job satisfaction is much less studied. A number of studies have investigated relations between an isolated facet of the five-factor model (especially Neuroticism) and job satisfaction. However, there is a virtual dearth of research that has linked the complete taxonomy to job satisfaction.

Among all five personality traits (i.e., extraversion, agreeableness, conscientiousness, emotional stability, and openness), extraversion is the only trait that significantly impact on both job satisfaction and job performance in a private enterprise in China (Yang & Hwang, 2014). Extrovert employee are more talkative, active, and assertive than their introverted employee. They are highly social and

seeking for excitement (Judge, Martocchio, & Thoresen, 1997). Similarly, some research has suggested that extraversion may be useful to members of the organizations. Extraverted people are more likely to perform well in certain jobs because extraverted people communicate and interact more frequently with the people in their context (Flynn, 2001). On the other hand extraverted employees tend to be more satisfied and therefore presumably less likely to leave organizations (Vinson, 2007). Extrovert's individuals are cheerful, energetic and engage more activities which possibly lead to desirable outcomes, Extroverts perceived more personal accomplishments in their jobs, possibly because their characteristic sociability provides them with more opportunities to work with others (Zellars, 2004)

2.2 Related Literature

2.2.1 The relationship between job motivation and job satisfaction

Roos (2008) found that job motivation has a positive effect on job satisfaction. The research was conducted on Wanda Roos Van Eeden Department of Psychology University of South Africa. A significant positive correlation has been found between the extent to which people are motivated by financial reward and their level of satisfaction with the work.

Oraman (2011) found that job motivation has a positive effect on job satisfaction. The research was conducted on a giant public sector in India. They found that work motivation has a strong effect on job satisfaction of textile employees. An increase in motivation lead to an increase in job satisfaction. They suggested that economics tools toward employees are positively and significantly related to the level of motivation increase perceived by the employee. Consistently, Tella (2007) reveals a positive correlation between job motivation and job satisfaction, motivation influences employee's satisfaction level.

Singh (2012) suggested that motivation and job satisfaction have a great impact on the performance of an employee as well as the organization. They also found a positive link between job motivation and job satisfaction. Organizations

should understand and try to increase job satisfaction, so the employee motivation will also increase, which will result better job performance, well- job efficiency and higher performance.

Jehanzeb (2012) examines the relationship between extrinsic motivation on job satisfaction. The research was conducted on Banking Sector of Saudi Arabia. They found a significant positive effect of extrinsic motivation on job satisfaction. Consistently, Lambrou (2010) found that intrinsic motivation has a positive effect on job satisfaction. The study was conducted in Cyprus public general hospital. They found that health care professionals tend to be motivated more by intrinsic factors. The study revealed that achievements were ranked as the main motivator, which is an intrinsic factor. Therefore, this study proposed

Hypothesis 1a: Intrinsic motivation and extrinsic motivation have positive impact on job satisfaction

Hypothesis 1b: Overall job motivation has positive impact on job satisfaction.

2.2.2 The role of extraversion on job motivation and on job satisfaction

Kurachie-Mensah (2016) examines the relationship between extraversion and job motivation. They found significant positive association indicators that, as extraversion increases, job motivation increases. In addition, Kuranchie-Mensah (2016) conducted in mining companies in Ghana. They found that motivation has positive impact on extraverts' traits because motivators cause positive job attitudes and they satisfy the worker's need for self-actualization.

Yahaya (2012) suggested that person with extrovert personality might motivate low morale employee on their organization because extroverts enjoy meeting new people and are happy to take command when nobody else will lead. They will generally enjoy a wide social network of friends and acquaintances resulting from their outgoing behavior.

Balasuriya (2016) proposed that extraversion has a positive impact on job satisfaction. The research was conducted on private Hospitals in Colombo East, Sri Lanka. They found that when there is a stronger extraversion, there is a greater job satisfaction, Consistently, Judge (2002) also found positive relationship between extraversion and job satisfaction and significant predictor of job satisfaction. The study also found extraverted individuals to be happy in life would also lead them to be happy in their jobs.

Consistently, Watson and Clark (1997) suggested that individual's extravert tend to have more friends than the introvert and are more inclined to spend time socializing creating a good working environment and enhancing job satisfaction. Hence, extraverts were identified as positive people and believe that extraverted employees are more likely to be satisfied with their jobs and they might have contributed more with high level of performance. People with high extraversion tend to seek out social stimulation and opportunities to engage with others. These individuals are often described as being full of energy and positivity. Therefore, this study proposed

Hypothesis 2: Extraversion moderate the relationship between job motivation and job satisfaction.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

This study is a quantitative research. The research explores the effect of personality traits on job satisfaction. It focuses on the employees of the Ministry of Information and National Guidance in Somalia.

3.2 Population and Samples

This study uses the formula from Yamane (1967) to determine the sample size.

The formula for Yamane is:

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

Where;

n = sample size

N = population size

e = the level of precision

Therefore, this formula assumes a confident level of 95% and the degree of variability of 0.5. Hence, where $N = 200$ and $e = 0.05$, $n = \frac{200}{1 + 200(0.05)^2} = 133$

Therefore, the sample size of 133 with 95% level of precision should be enough for the study. The sampling was taken from the Ministry of Information and National Guidance in Somalia. Total of 200 questionnaires were distributed to the employees of the Ministry of Information and National Guidance in Somalia. 144 questionnaires were returned from the employees to analyze the data which is exceeding the required sample size.

3.3 Data Collection and Procedure

Two hundred Questionnaires were distributed online to employees of the Ministry of Information and National Guidance in Somalia in February 2019. The questions include demographic information such as gender, age and category of employee. The questions also include measurement items of related variables which are extraversion, Job satisfaction and job motivation.

Extraversion

For Extraversion, it was measured on 5-point Likert scale (1 for Strongly Disagree and 5 for Strongly Agree). The 5 measurement items were adopted (John O. P., 1999). For example, “I see myself as someone who is full of energy.”, “I see myself as someone who generates a lot of enthusiasm”, “I see myself as someone who has an assertive personality” “I see myself as someone who is talkative”.

Intrinsic motivation

For intrinsic motivation, it was measured on 5-point Likert scale (1 for Strongly Disagree and 5 for Strongly Agree). The 9 measurement items were adopted (Dong, 2015). For example, “I enjoy creating new procedures for work tasks.”, “My job is exciting”, “The task I do at work are enjoyable.”, “Sometimes I become so inspired by my job that I almost forget everything else around me.”

Extrinsic motivation

For extrinsic motivation, it was measured on 5-point Likert scale (1 for Strongly Disagree and 5 for Strongly Agree). The 4 measurement items were adopted

(Dysvik, 2013). For example. “If I am supposed to put in extra effort in my job, I need to get extra pay.”, “If I had been offered better pay, I would have done a better job.”

Job satisfaction

For Job satisfaction, it was measured on 5-point Likert scale (1 for Strongly Disagree and 5 for Strongly Agree). The 7 measurement items were adopted (Arvey, 1989). For example, “I have the chance to work alone on the job.”, “I have the chance do different things from time to time. I have the freedom to use my own judgment.”

3.4 Data Analysis

This research applies Descriptive analysis to analyze demography data of the responds. This research also employs regression analysis to test the hypotheses. It is using the quantitative questionnaire as the main primary research method. Therefore, the data are collected through survey questionnaires and hypotheses are tested on the basis of data that have been collected.

3.5 Validity and Reliability Test.

The study found that Extraversion intrinsic and extrinsic and job satisfaction have convergent validity and reliability. The average variances extracted (AVEs) for extraversion (0.402) for intrinsic motivation (0.539) for extrinsic motivation (0.592) and job satisfaction (0.612) were above 0.5, confirming convergent validity but extraversion shown 0.4 which is below the other variables. In addition, the composite reliability and Cronbach's alpha of variables exceeded 0.7, showing internal consistency for reliability, as shown in table 3.5 the loadings of all measurement items for each construct were above 0.5.

Table 3.5 Validity and Reliability Testing

	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted	Number of Items
Extraversion	>.56	0.264	0.769	0.402	5
Intrinsic Motivation	>.66	0.784	0.854	0.539	5
Extrinsic Motivation	>.75	0.769	0.853	0.592	4
Job Satisfaction	>.72	0.787	0.863	0.612	4

CHAPTER 4

FINDINGS

4.1 Descriptive Analyses

One hundred and thirty-three employees in the Ministry of Information and National Guidance in Somalia returned the questionnaire. Demographic profiles of the respondents in this study are age, gender, period of work, education level, experience, departments and monthly income.

4.1.1 Gender

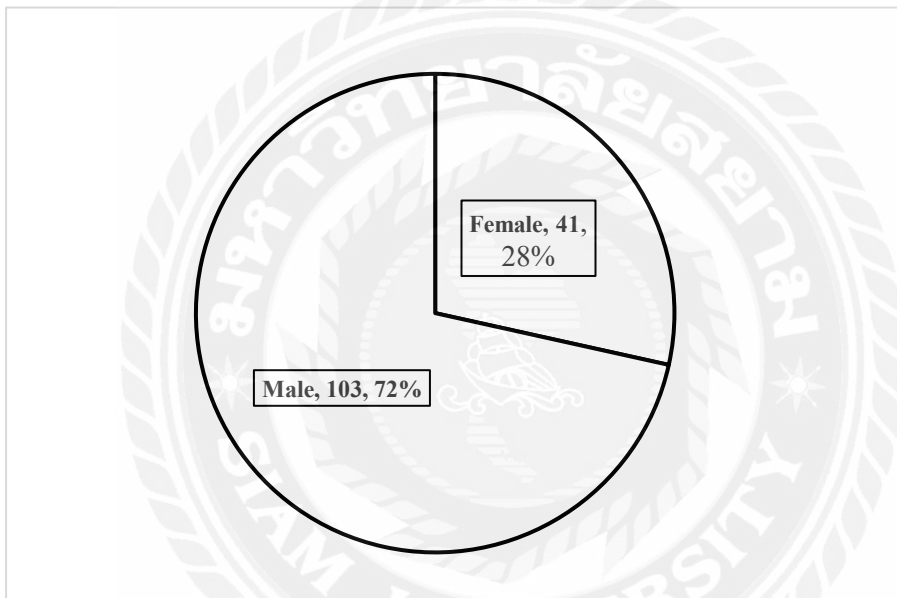


Figure 4.1 Gender

As shown in the figure 4.1, Most of the respondent (72%, 103 respondents) are male while 28% or 41 respondents are female.

4.1.2 Age

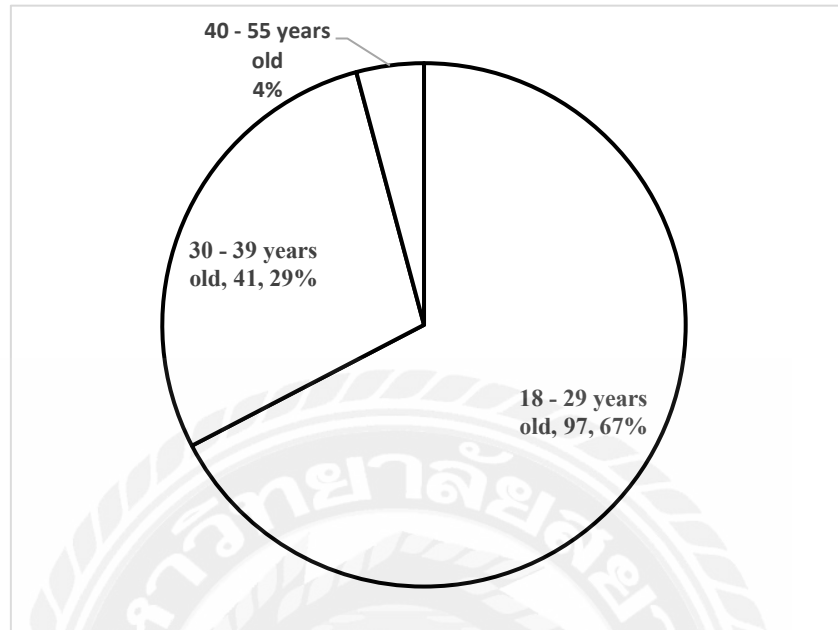


Figure 4.2 Age

The figure, 4.2 shows that the majority of the respondents, 67% or 97 respondents, are in the age 18-29 years old. 29% (41 respondents) are in the age 30-39 years old while 4% of the respondents are in the age 40-55 years old.

4.1.3 Education

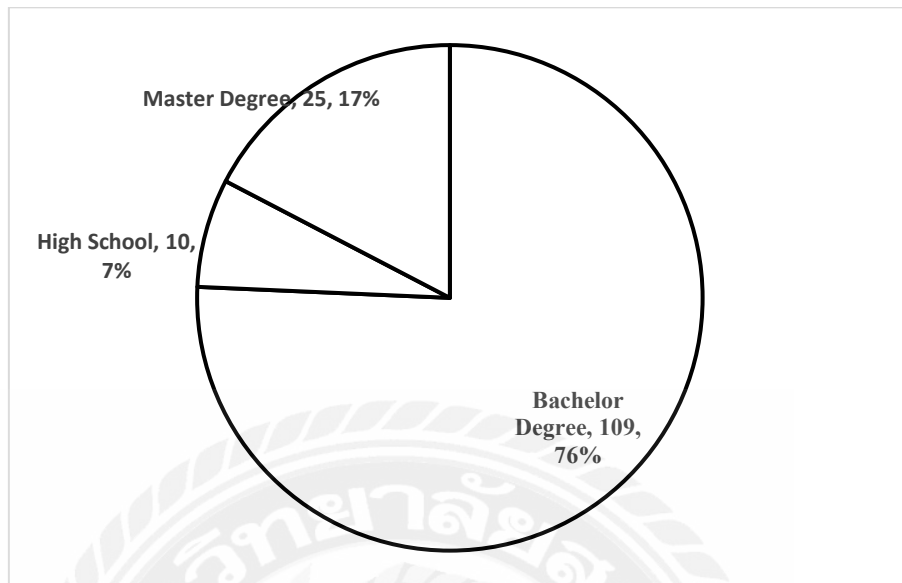


Figure 4.3 Education

The figure, 4.3 shows that most of the respondents (109 respondents or 76.9%) obtained Bachelor degree. Twenty five respondents or 17 % obtained Master degree. Ten respondents or 7% graduated from High School which is the smallest group.

4.1.4 Types of employees

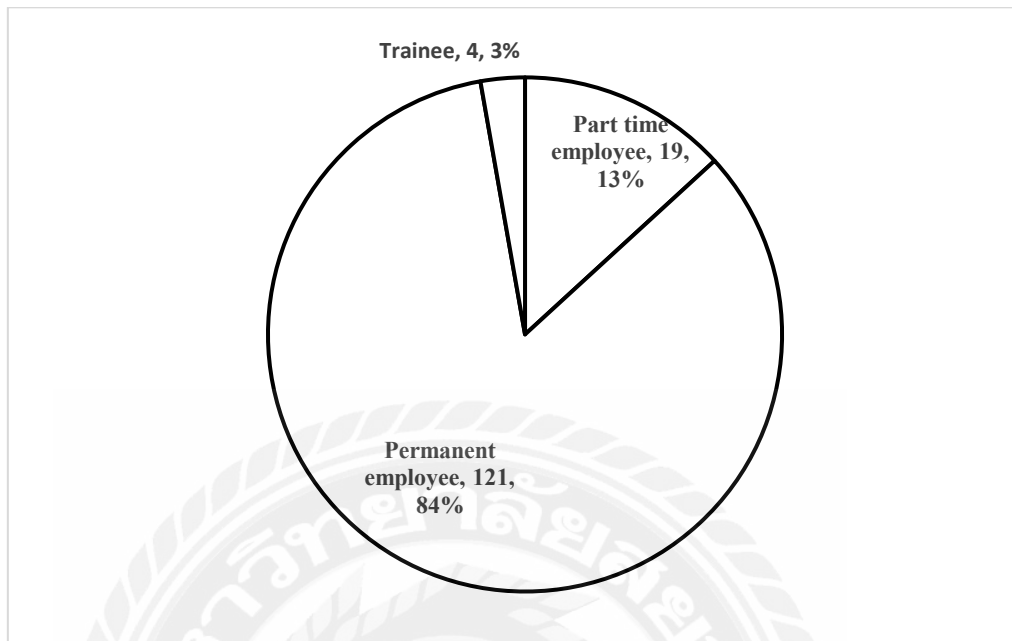


Figure 4.4 types of employees

The above figure, 4.4 shows the majority of the respondents (84%, n=121) are permanent employees whereas 19 respondents or 13% are part-time employees, and four respondents or 3% are trainees.

4.1.5 Working Experience

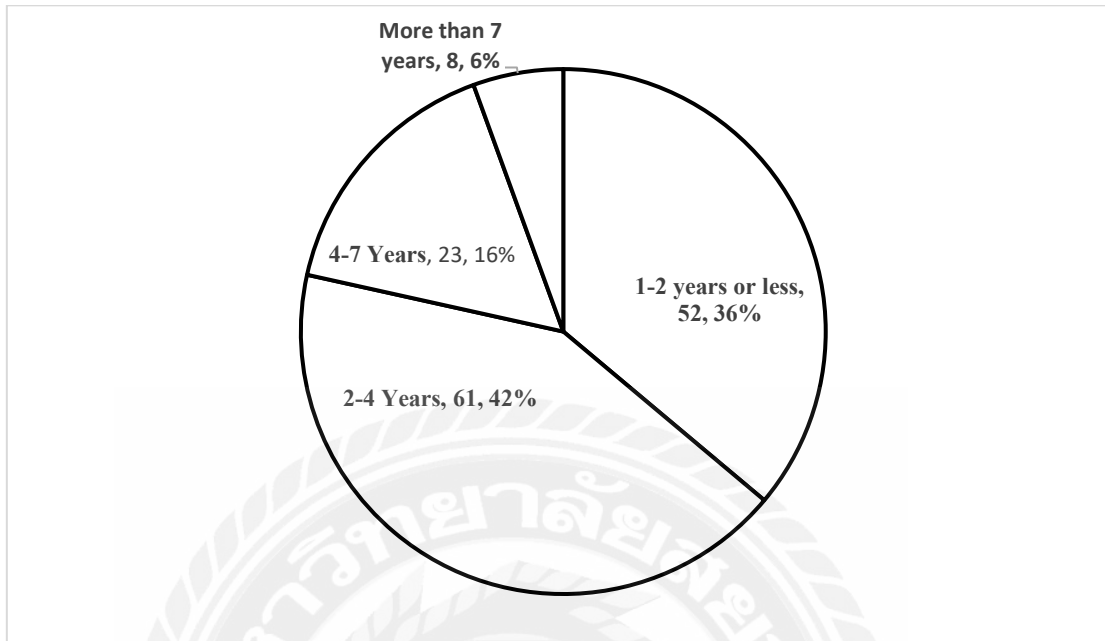


Figure 4.5 Working Experience

The above figure 4.5 shows that the majority of the respondents, 61 respondents or 42%, have been working for 2-4 years whereas 52 respondents or 36% have been working for 1-2 years. Twenty-three respondents or 16% have been working for 4-7 years while the remaining eight respondents or 6% have been working for more than 7 years.

4.1.6 Level of Employees

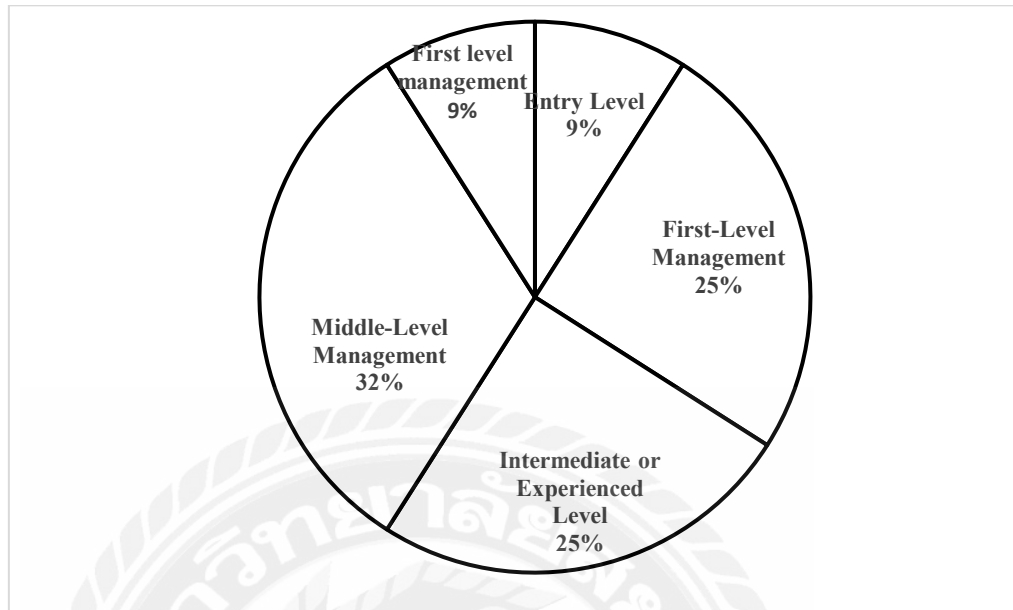


Figure 4.6 Level of Employees

From figure, 4.6 shows the level of employees in the organization, the majority of the respondents with 32% are in middle level management. 25% of the respondents are in first level management, also, 25% are in intermediate level, the entry level is 9%, while top level management and executive are 9%.

4.1.7 Departments

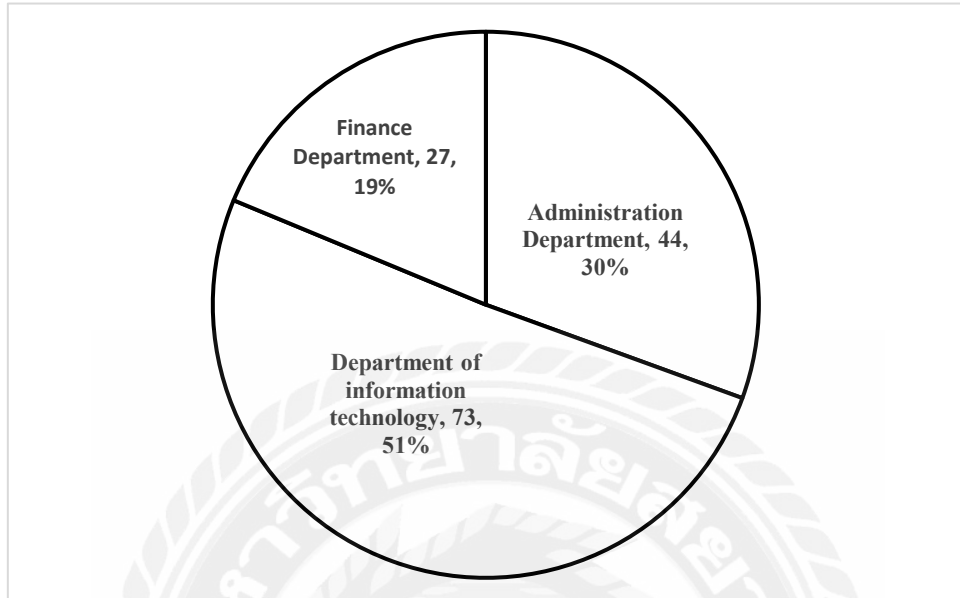


Figure 4.7 Departments

The above figure 4.7 regarding the departments that respondents belong to in the organization, the majority of the respondents with 73 or 51% of them belong to the Department of Information and Technology while 44 respondents or 30% belong to the Administration Department. Twenty-seven or 19% are in the Department of Finance.

4.1.8 Monthly Income

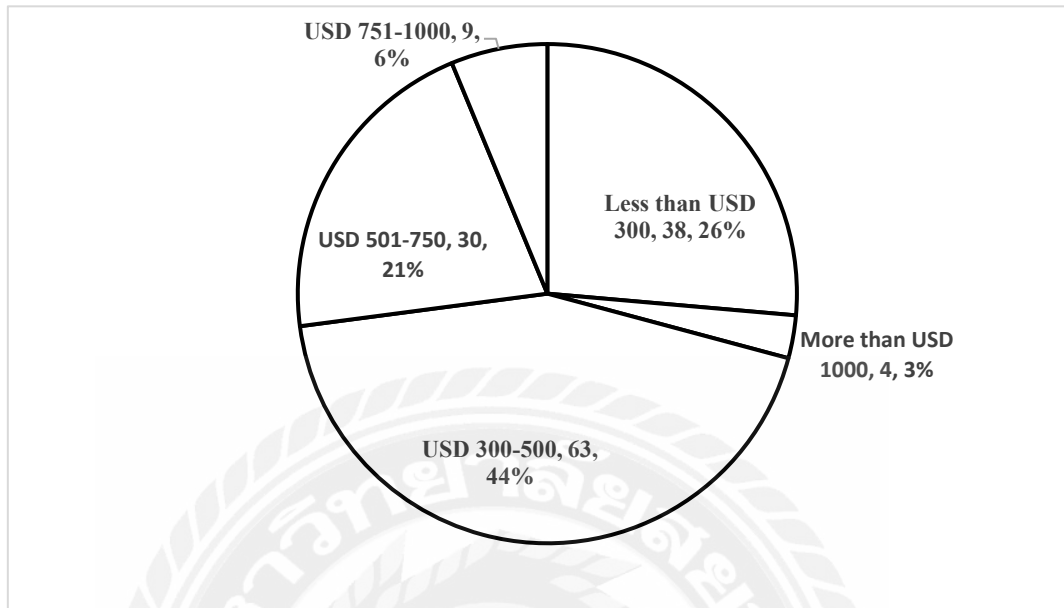


Figure 4.8 Monthly Income

The above figure 4.8 the monthly income of most of the respondents with 63 of them or 44% earn between USD 300-500. 38 people or 26% earn less than USD 300 per month while 30 respondents or 21% have USD 501-750 and 9 respondents or 6% receive USD 751-1000 monthly and four respondents or 3% get more than USD 1000 each month.

4.1.9 Variables Analysis

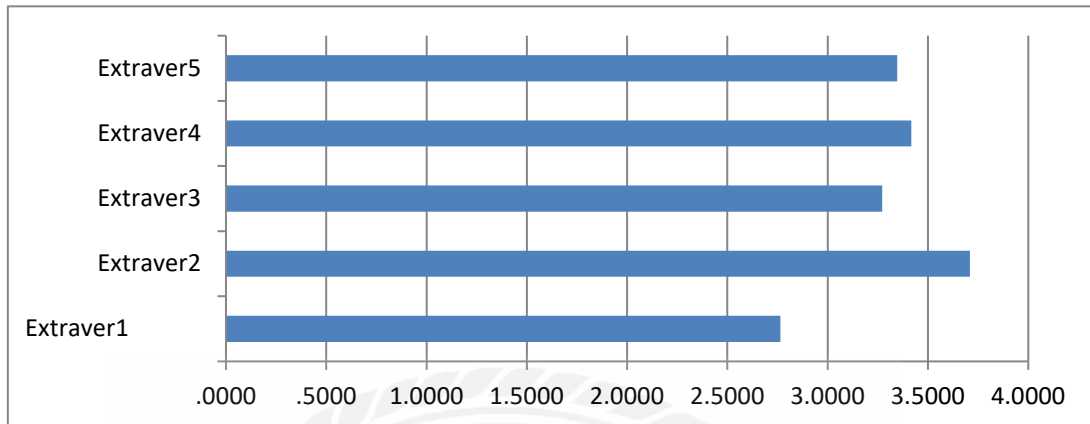


Figure 4.9 Mean of Extraversion

From figure 4.9, shows the mean calculated for extraversion. “*I see myself as someone who is full of energy*” (Extraversion 2) with 3.71 represented the highest mean for extraversion with standard deviation of 1.11. Then, the second highest is “*I see myself as someone who has an assertive personality*” (Extraversion 4) with 3.42 mean. The third highest is “*I see myself as someone is outgoing, sociable*”(extraversion 5) which is 3.35.

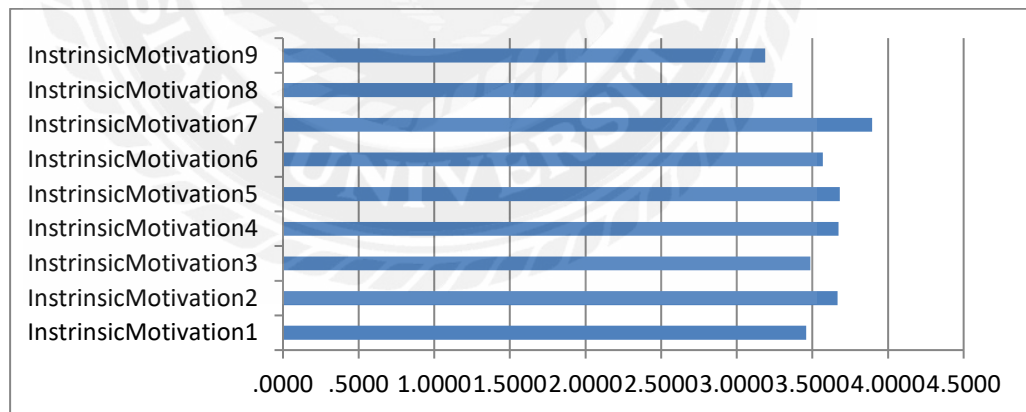


Figure 4.10 Mean of Intrinsic Motivation

From figure 4.10, shows the mean calculated for intrinsic motivation. “*My job is meaningful*” (intrinsic motivation7) with 3.89 represented the highest mean for intrinsic motivation with standard deviation of 1.09. Then, the second highest is “*My*

job is so interesting that it is a motivation in itself” (intrinsic motivation 5) with 3.68 mean. The third is *“My job is very exciting.”* (intrinsic motivation 4) which is 3.67.

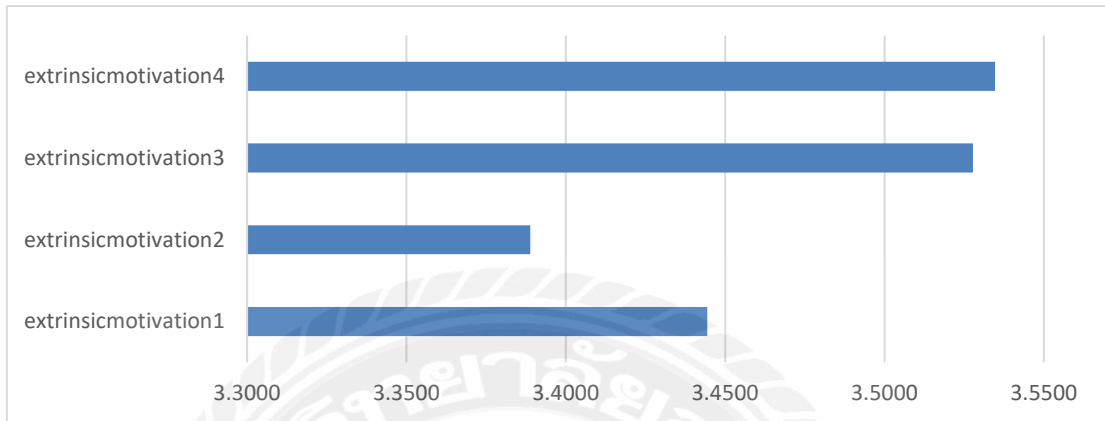


Figure 4.11 Mean of Extrinsic motivation

From figure 4.11, shows the mean calculated for extrinsic motivation, *“If I am supposed to put in extra effort in my job, I need to get extra pay”* (extrinsic motivation 4) with 3.53 represented the highest mean for extrinsic motivation with standard deviation of 1.31. Then, the second highest is *“If I had been offered better pay, I would have done a better job”* (extrinsic motivation 3) with 3.53 mean. The third is, *“It is important for me to have an external incentive to strive for in order to do a good job”* (extrinsic motivation 1) which is 3.44.

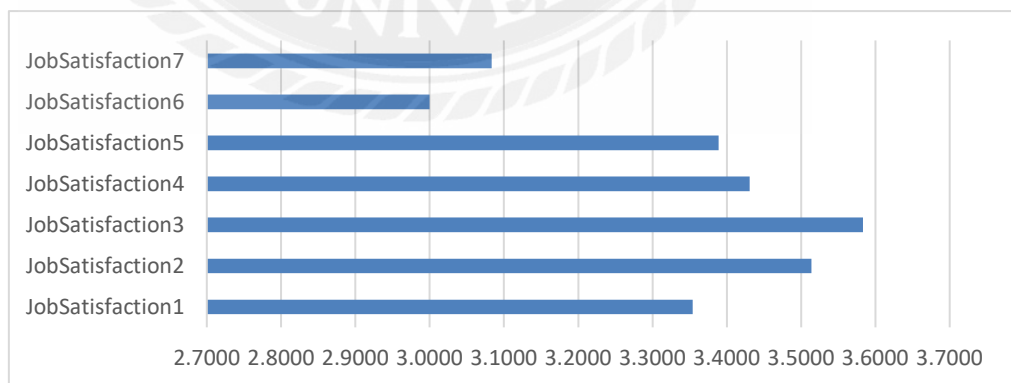


Figure 4.12 Mean of Job Satisfaction

From figure 4.12, shows the mean calculated for job satisfaction here, *I have the chance to do something that makes use of my abilities* (job satisfaction 3) with 3.58 represented the highest mean for job satisfaction with standard deviation of 1.13. Then, the second highest is, *“I have the chance to do different things from time to time”* (job satisfaction 2) with 3.51 mean. The third is, *“I have the chance to try my own methods of doing the job”*(job satisfaction 4) which is 3.43.

4.2 Hypotheses Testing

4.2.1 Testing of Hypothesis 1a

Hypothesis 1a states that intrinsic motivation and extrinsic motivation have positive impact on job satisfaction,

Table 4.1 ANOVA table of hypothesis 1a

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.858	2	25.929	56.944	.000 ^a
	Residual	64.204	141	.455		
	Total	116.062	143			

Table 4.2 Model summary hypothesis 1a

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.447	.439	.67479

Table 4.3 Coefficients hypothesis 1a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.902	.255		3.543	.001
	InstrinMotivationMean	.488	.063	.538	7.763	.000
	ExtrinMotivationMean	.219	.067	.228	3.283	.001

From the ANOVA table, the p-value is 0.000 which is less than 0.05. Therefore, the null hypothesis should be rejected. A linear regression indicates that intrinsic and extrinsic motivation could statistically significant, predicting employee job satisfaction, $F(2,141) = 56.944$, $p = 0.000$. As shown in table 4.2, adjusted R-Square of the model is 0.439, Hence, independent variable intrinsic and extrinsic accounted for 43.9% of the explained variability in employee job satisfaction. The effect size is medium level. The regression equation is :

Employee job satisfaction = $0.902 + 0.488$ Intrinsic motivation + 0.219 extrinsic motivation

4.2.2 Testing of Hypothesis 1b

Hypothesis 1b states that overall job motivation has positive impact on job satisfaction

Table 4.4 ANOVA of hypothesis 1b

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.128	1	49.128	104.223	.000 ^a
	Residual	66.934	142	.471		
	Total	116.062	143			

Table 4.5 Model summary hypothesis 1b

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.423	.419	.68656

Table 4.6 Coefficients hypothesis 1b

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.892	.259		3.443	.001
	Motivation Mean	.718	.070	.651	10.209	.000

From the ANOVA table, the p-value is 0.000 which is less than 0.05. Therefore,

the null hypothesis should be rejected. A linear regression model is statistically significant at 95% confidence level as p-value of the model is less than 0.05. A linear regression indicated that overall job motivation statistically significantly predict job

satisfaction, $F(1, 142) = 104.223$, $p = 0.000$. Adjusted R-Square of the model is 0.419, Hence, independent variable job motivation accounted for 49.1% of the explained variability in job satisfaction. The effect size is medium level. Hence hypothesis 1b is supported. The regression equation is

$$\text{Employee job satisfaction} = 0.892 + 0.718 \text{ Overall motivation}$$

4.2.3 Testing of Hypothesis 2

Hypothesis 2 states that extraversion moderate the relationship between job motivation and job satisfaction.

The Split file is employed to compare the result of linear regression of overall motivation on job satisfaction between those with low extraversion and those with high extraversion. According to table 4.7, job satisfaction is perceived to be lower among 87 employees with low extraversion ($M_{low} = 3.2$, $SD_{low} = 0.93$) than 57 employees with high extraversion ($M_{high} = 3.87$, $SD_{high} = 0.69$). Consistently, the overall motivation is also perceived to be lower among 87 employees with low extraversion ($M_{low} = 3.29$, $SD_{low} = 0.83$) than 57 employees with high extraversion ($M_{high} = 4.05$, $SD_{high} = 0.54$).

Table 4.7 Descriptive Statistics of hypothesis 2

Extra01	Mean	Std. Deviation	N
Low Extraversion JobSatisfactionMean	3.2098	.92908	87
MotivationMean	3.2859	.82650	87
High JobSatisfactionMean	3.8684	.69293	57
Extraversion MotivationMean	4.0526	.53762	57

According to table 4.8, the regression model of both low extraversion and high extraversion is statistically significant according to ANOVA result, $F_{low\ extraversion}$

(1,85) = 54.25, $p < 0.05$; $F_{\text{high extraversion}}(1,55) = 15.451$, $p < 0.05$. The parameter estimates (coefficients) for low extraversion and high extraversion are shown in table 4.10. The results suggest that the overall motivation is a stronger predictor of job satisfaction for low extraversion employees (0.702) than high extraversion employees (0.604). For low extraversion, adjust R-square is 382, for high extraversion, adjust R-square is 205 Therefore, hypothesis 2 is supported.

Table 4.8 Split File ANOVA of Hypothesis 2

ANOVA ^a							
Extra01	Model		Sum of Squares	df	Mean Square	F	Sig.
Low Extraversion	1	Regression	28.921	1	28.921	54.252	.000 ^b
		Residual	45.313	85	.533		
		Total	74.234	86			
High Extraversion	1	Regression	5.897	1	5.897	15.451	.000 ^b
		Residual	20.991	55	.382		
		Total	26.888	56			

a. Dependent Variable: JobSatisfaction Mean

b. Predictors: (Constant), MotivationMean

Table 4.9 Model Summary of Split File

Model Summary					
Extra01	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Low Extraversion	1	.624 ^a	.390	.382	.73013
High Extraversion	1	.468 ^a	.219	.205	.61778

a. Predictors: (Constant), Motivation Mean

Table 4.10 Coefficient of split file of H2

Coefficients

			Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
			B	Std. Error	Beta			Lower Bound	Upper Bound
Extra01	Model								
Low	1	(Constant)	.904	.323		2.802	.006	.263	1.546
Extraversion		MotivationMean	.702	.095	.624	7.366	.000	.512	.891
High	1	(Constant)	1.422	.628		2.266	.027	.164	2.680
Extraversion		MotivationMean	.604	.154	.468	3.931	.000	.296	.911

a. Dependent Variable: Job Satisfaction Mean

In addition, moderator which generated from the interaction between job motivation and extraversion also tested as shown in table 4.11, table 4.12, and table 4.13.

Table 4.11 Model Summary of Moderator effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391 ^a	.153	.147	.83196

a. Predictors: (Constant), Moderator

Table 4.12 ANOVA of Moderator effect

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.775	1	17.775	25.681	.000 ^b
Residual	98.287	142	.692		
Total	116.062	143			

a. Dependent Variable: JobSatisfactionMean

b. Predictors: (Constant), Moderator

Table 4.13 Coefficient of moderator effect

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.190	.089		35.964	.000
Moderator	.175	.034	.391	5.068	.000

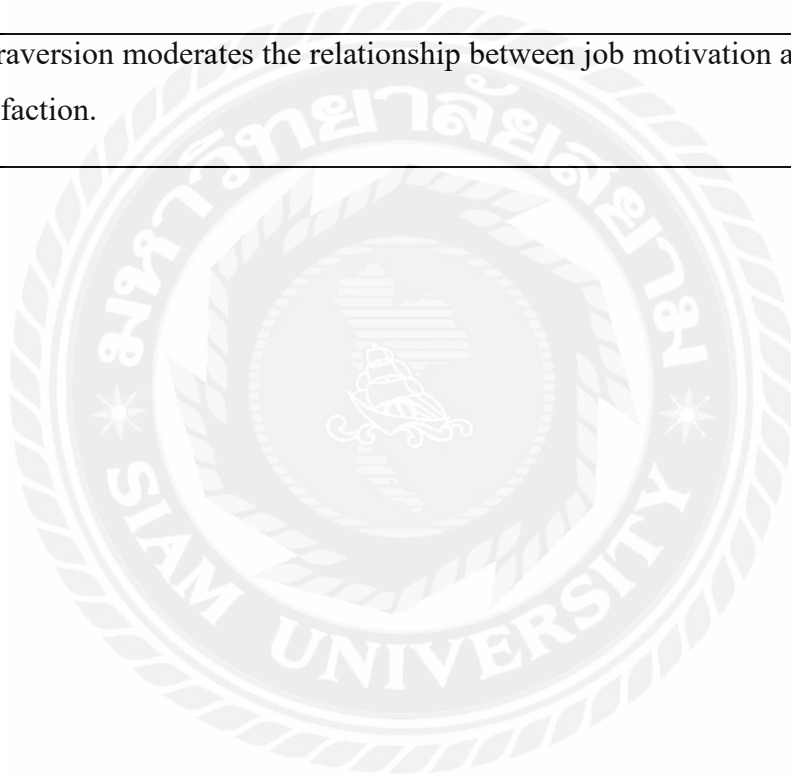
a. Dependent Variable: JobSatisfactionMean

From table 4.12, the p-value is 0.000 which is less than 0.05. Therefore, H0 is rejected. A linear regression model is statistically significant at 95% confidence level as p-value of the model is less than 0.05. A linear regression indicated that the extraversion moderator could statistically significantly predict employee job satisfaction, $F(1,142) = 25.681$ $p = 0.000$. Adjusted R-Square of the model is 0.147. Hence, moderator accounted for 14.7% of the explained variability in employee job satisfaction. The effect size is medium level. Hence hypothesis 2 is supported. The regression equation is

Employee job satisfaction = 3.190 + 0.175 extraversion moderator

Table 4.14 Hypotheses Summary

Hypotheses	Result
H1a: Intrinsic motivation and extrinsic motivation have positive impacts on job satisfaction:	Supported
H1b: Overall job motivation has positive impact on job satisfaction	Supported
H2: Extraversion moderates the relationship between job motivation and job satisfaction.	Supported



CHAPTER 5

CONCLUSIONS AND DISCUSSIONS

This chapter presents the conclusion and the findings of the research. The first section describes the conclusions, the second is the discussion of the research and the third section is the recommendation, and the last part provides the limitation of the research. The main focus of the study is to investigate the effect of job motivation on job satisfaction, of the employees in the Ministry of Information and National Guidance in Somalia.

5.1 Conclusion

According to the analysis of the findings, two hundred questionnaires were distributed online to the employees of the Ministry of Information and National Guidance in Somalia. The study receives 144 valid questionnaires. 72% of respondents are male and 28% of respondents are female. Majority, 67% of respondents, are in the aged range 18-29 years old. Regarding the education, the majority of respondents, 76.9%, has Bachelor degree. The majority of the respondents, 84%, are permanent employees. Regarding the level of employees in the organization the most of the respondents 32% are in middle level management, 25% of the respondents are in first level management, also 25% are in an intermediate level, while entry level of the respondents are 9%, the top level management and executive are 9%. Most respondents of 51% belongs to the Department of Information and Technology, 30% belongs to the Administration Department. The majority of the respondents 42% having 2-4 years of working experience. The monthly income of most of the respondents 44% are between USD 300-500 and below.

Furthermore, the study shows that among intrinsic motivations, employees rated that they have meaningful job as the highest with 3.89 (from 5-point Likert scale). While work aspiration was perceived to be the lowest at 3.18 (from 5-point

Likert scale). Therefore, the organization should improve work aspiration among employee. The study also shows that among extrinsic motivation, extra pay is the most important factor for employees to put extra effort with mean of 3.53 (from 5-point Likert scale). While bonuses and provisions is the least important factor that impact on employee performance with mean of 3.38 (from 5-point Likert scale).

The current study found that both intrinsic and extrinsic motivation have positive impact on employee satisfaction. Overall motivation also has positive impact on motivation. Thus, hypothesis 1 is supported. The present study confirmed the moderating role of extraversion in hypothesis 2. Though employee with high extraversion rate job motivation and job satisfaction higher than those with low extraversion, the regression shows that job motivation is the stronger predictor of employee satisfaction among those with low extraversion than those with high extraversion. Still, an increase in extraversion level also increases job satisfaction.

5.2 Discussion

The current study explores the effect of job motivation on job satisfaction as well as the moderating role of extraversion on such relationship. It focuses on the employees of the Ministry of Information and National Guidance in Somalia. The findings of the current study confirm the effect of job motivation as proposed in Herzberg's two factor theory. The value of job motivations is significantly contributed to enhance job satisfaction which is benefits to organizations that able to satisfy employees. The present study found that job motivation has a positive effect on job satisfaction. This study shows that the employee's motivation significantly enhances employee's satisfaction. This should lead them to perform their tasks in a better performance when they have driven by either extrinsic or intrinsic motivation. The finding is consistent with Agho et al., (1993) that found a positive effect of job motivation on job satisfaction. This study have proved that the motivation has positive impact on job satisfaction if the employee's motivation increase there would be increase in the various factors of satisfaction. This is align with Singh, (2012) that

suggested motivation and job satisfaction had a great impact on the performance of an employee as well as the organization.

Furthermore, this study found that intrinsic motivation is stronger predictor of job satisfaction than the extrinsic motivation. Therefore, employee perceived that employee recognition, responsibility, or feels of accomplishment are even more importance to them than a reward such as a paycheck. Previous research also found that intrinsic motivation has a stronger effect on employee outcome than extrinsic motivation (Rogstadius et al., 2011; Cho & Perry, 2012). Intrinsic motivators are likely to enhance self-esteem of employee and induce longer positive effect on them compared to extrinsic motivators that may temporarily satisfy employee. Therefore when employees are intrinsically motivated they seek enjoyment, interest and reasons to do the task with positive skill and creative approach. In addition management of the organizations must have maintain what intrinsically motivating those who are not expecting outside reward but doing the task to reward intrinsically itself, managers need to have model in which motivation can have positive synergistic effect with intrinsic motivation, money is not the only effective way to motivate the employee and reward might not always solve motivation problem in order to influence the management could practice a various way to motivate the employees.

The findings of the current study is consistent with the findings of Balasuriya (2016) and Judge (2002) that found a positive relationship between extraversion and job satisfaction. They found that, as extraversion increases, job satisfaction is also increases. Extrovert employees are prone to be socially oriented and tend to interact with new people. Therefore, they are likely to enjoy working with colleagues and engage in the workplace. The positive attitude toward workplace that allow them to interact with other people would enhance their job satisfaction compared to introvert employee that are prone to be Solitary and mostly focus on their energy privately When they are distant from everyone, Introverts tend to be more quiet, reserved, and introspective, they think best and grow more thoughts. Additionally they seek environments that have fewer distractions. Similarly (Flynn, 2001) asserted that

extroverts tend to be more sociable talkative and outgoing compared with the introverted people who are quite and withdrawn.

In the current study, though employee with high extraversion rate job motivation and job satisfaction higher than those with low extraversion, the regression shows that job motivation is the stronger predictor of employee satisfaction among those with low extraversion than those with high extraversion. This reflect that introvert employee perceived that employee motivation is very importance to them compared to extrovert employee. An increase in employee motivation or an improvement in motivator on introvert employee would produce immense positive effect on job satisfaction than apply a motivation strategy on extrovert employee. Understanding motivating system of introvert employee can have huge impact on organization their performance and strength can greatly benefit organization, introverts employee with high motivation would generate positive performance towards organization as they receive proper understanding from the organization. Therefore, organizations should have a critical plan to recognize the introvert individuals, their exceptional contribution to the company might have a significant impact on the organization, it's easier to achieve the common goals when the organizations set measurable objectives and practice techniques to improve the employee's motivation factors, the organizations have remember that employee's motivation is a critical aspect at the workplace because it allows management to meet the company's goal.

5.3 Recommendation

Overall, employees are the most important asset in the organization. In every organization around the globe, there are employees who are satisfied and dissatisfied with their working places. It is the responsibility of the organization's administration to track down and to create the unique value between the employees and organization. It organically needs skills and strategic approach. According to the study, some of the employees of the Ministry of Information and National Guidance in Somalia rated

low satisfaction such as those who don't have the freedom to use their own judgments. Management in the organization must study that money and financial payments could not only motivate their employees. In order to have high satisfied employees the Ministry of Information and National Guidance in Somalia should take the following recommendations.

Firstly, administrative management needs to discover the personality style of the employees they are working with and finds a method to provide opportunities, create challenges and more important rewarding skills. For instance introverts employees choose to work independently and having sufficient time alone without any interruption, this kind of employees need a quiet environments, managers can handle the introverts by having proper discussion because introverts prefer face to face conversations over group meetings additionally managers should understand and be patient to introverts of sharing idea because introvert prefers to take some time to process information and respond in a way that's most comfortable for them, so the managers should provide extra time to outline their feedback. On the other hand extroverts enjoy public speaking, meeting new people and are adept at dealing with interruption's managers should allow extroverts to participate discussions and to speak up by their opinion. Managers should encourage extroverts to socialize and share ideas. Lastly, Managers can create an environment that allows both extroverts and introverts for an exchange of values, combining strengths and learning each other.

Employee motivation is a critical aspect at the workplace as the study found job a inspiration was rated the lowest mean for intrinsic motivation. The Ministry of Information and National Guidance should improve and focus what inspired their employees. They should have a strategy to improve the satisfaction of those who are less inspired.

In terms of finances, external incentives are what motivates the employees to perform an action better. Financial rewards and recognition can sometimes increase

the positive relationship between employees and workplace. This study found a low ratings mean that external incentive is not important to them. The Ministry of Information National Guidance should understand the external incentives such as bonus reward and recognition directly link the employee's performance.

In conclusion the Ministry of Information and National Guidance should have a suitable plan to improve satisfaction features of the job such as motivation, and financial payment. To motivate those who are dissatisfied the Ministry of Information and National Guidance should understand and focus the importance of intrinsic factors such as recognition, achievement and growth.

5.4 Limitation

The job motivation and job satisfaction concepts are, perhaps, too wide and complex for any single model or theory to explain, with any certainty. Through the procedure of the study online questionnaire was conducted to collect the data, but further studies should investigate and start what motivates employees may be using interview which can be the convenient method to reach out the employees of the organization. This study only focuses on extraversion personality traits, other researchers might also emphasize the other parts of big five personalities. The finding can be an asset to the Ministry of Information and National Guidance and also it be effective and efficient to human resource management of the organization.

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APPENDIX

QUESTIONNAIRE

Data that you answer will be beneficial to the researchers and the preliminary findings will be utilized to make recommendations to improve employee job motivation on job satisfaction. Therefore, please answer each question. This survey is part of my MBA independent study. The survey is aimed to identify the employees job motivation and job satisfaction and propose suggestions for organization's improvement ** Please feel free to answer all questions regarding your true feelings or fact about yourself because there is no right or wrong answers for this set of questionnaires. Please note that, you're participating voluntary. All information provided by you will be kept strictly confidential.

Part 1: Demographic information

Please select the answers that is most corresponding to your?

1. What is your gender?

- Male Female

2. What is your age?

- 18 – 29 30 – 39
 40 – 55 Over 55 years old

3. What is your highest education level?

- High School Bachelor Degree
 Master Degree Doctoral Degree

4. What status is your employment ?

- Part time employee Permanent employee
 Trainee Others

5. What is your level of employment in the organization?

- Senior, Executive or Top-Level Management
 Middle-Level Management
 First-Level Management

6. Which department are you working for?

- Department of Information Technology
 Administration Department
 Finance Department

7. How long have you been working for the Ministry of Information and Notational Guidance?

- Less than 2 years Less than 4 years
 Less than 7 years More than 7 years

8. What is your monthly income?

- Less than USD 300 USD 300-500 USD 501- 750
 USD751-1,000 More than USD 1,000

Part 2: Extraversion

Please select answers that is most corosponding to your in order to complete the questions rate 1 for Strongly Disagree and 5 for Strongly Agree.

	Strongly disagree	disagree	Neither agree nor disagree	agree	Strongly agree
9. I see myself as someone who is talkative.					
10. I see myself as someone who is full of energy.					
11. I see myself as someone who generates a lot of enthusiasm.					
12. I see myself as someone who has an assertive personality.					

13. I see myself as someone who is outgoing, sociable.					
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Part 3: Job motivation

Please select answers that is most corosponding to your in order to compelete the questions about employee job motivation rate 1 for Strongly Disagree and 5 for Strongly Agree.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
14.I enjoy finding solutions to complex problems.					
15. I enjoy creating new procedures for work tasks.					
16. I enjoy improving existing processes or products.					
17. My job is very exciting.					

19. The tasks that I do at work are enjoyable.					
20. My job is meaningful.					
21. The tasks that I do at work are themselves representing a driving power in my job.					
22. Sometimes I become so inspired by my job that I almost forget everything else around me.					
23. It is important for me to have an external incentive to strive for in order to do a good job.					
24. External incentives such as bonuses and provisions are essential for how well I perform my job.					
25. If I had been offered better pay, I would have done a better job.					

26. If I am supposed to put in extra effort in my job, I need to get the extra pay.					
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Part 4: Job satisfaction

Please select answers that is most corosponding to your in order to compelete the questions about employee job satisfaction rate 1 for Strongly Disagree and 5 for Strongly Agree.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree
27. I have the chance to work alone on the job.					
28. I have the chance to do different things from time to time.					
29. I have the chance to do something that makes use of my abilities.					

30. I have the chance to try my own methods of doing the job.					
31. I am able to do things that don't go against my conscience.					
32. I am able to keep busy all the time.					
33. I have the freedom to use my own judgment.					

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