THE IMPACT OF MOTIVATION ON EMPLOYEES' PERFORMANCE AT

GOLDEN TULIP KUMASI CITY HOTEL

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ABSTRACT

Motivation seems to be one of the most important tools of Human Resource Management. Organizations design motivation systems to encourage employees to perform in the most effective way but also to attract potential candidates. Motivating employees about work is the combination of fulfilling the employee's needs and expectations from work and factors that enable employee motivation or not.

The general objective of this thesis is to identify the importance of motivation on employee performance at Golden Tulip Hotel Kumasi branch. The specific objectives of the study were to assess how employee performance is managed at Golden Tulip Kumasi City as well as examine the relation between motivation and employee management at Golden Tulip Kumasi City.

The study adopted the descriptive method and questionnaires was the main instrument for collecting data from a sample size of 60 respondents of which 50 responded in the Golden Tulip Kumasi City Hotel. SPSS and Microsoft EXCEL were used to analyse the qualitative data. The qualitative data was also thoroughly discussed in relation to the objectives of the study. The method used in analysing the data of study is a column chart or a bar graph.

Summary of findings revealed that that the employees are allowed to take individual responsibility and initiative in performing their work. This resulted in the level of improvement of employee efficiency (importance of motivation on employees' performance). Also Employee performance at Golden Tulip is managed mostly through supervisors and the award of various reward and motivation packages. Example appreciation, feedback, salaries, bonuses for overtime and for exceeding target. The workers of the company are not satisfied with the current salary and the fairness of the wages system as compared to the tasks they do.

We hereby recommend that other benefits like health care and insurance should be made accessible to employees especially security staff, kitchen staff and other junior staff. Thus applying the Maslow's Hierarchy of Needs and Equity theory.

In conclusion, from the findings of this study we add our voices to the fact that motivation plays a major role in improving employee performance. Managers should therefore give maximum priority to the motivation of employees to ensure their optimum performance and eventually increase productivity as well as achieve organizational goals.

DEDICATION
We dedicate this work to all who have laboured to bring HRM to this present level.

ACKNOWLEDGMENTS

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DISCUSSION AND CONCLUSION

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CHAPTER ONE

1.1 BACKGROUND OF THE STUDY

Motivation is one of the most important concepts of psychology and very vital for the managers who direct the growth of their subordinates towards worthwhile goals. Managers in an organization accomplish tasks through other people; they oversee the activities of the organization and are responsible for reaching goals. Every organization in the present scenario wants to conduct a feedback about employee satisfaction and then take necessary actions on the feedback provided by the employees. The importance of motivating people at work is noticeable at all levels of organization. A great amount of worldwide wealth occurs in a form of human capital. Therefore managing human resources plays a crucial role in a process of increasing companies' effectiveness. It seems to be obvious that companies need motivated employees and without any doubts motivation is an important aspect of HRM.

Motivation refers to the reasons (the motive) a person performs a particular job. A person's motives for doing a particular job can vary widely. Work motivation is "a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behaviour, and to determine its form, direction, intensity, and duration" (Pinder, 1988). It involves "the multiple processes by which individuals allocate personal resources, in the form of time and effort, in response to anticipated outcomes or consequences" (Kanfer, 1987, p139). These definitions suggest that work motivation manifests itself through work effort (Igalens & Roussel, 1999; Latham, 2007: Nadler & Lawler iii, 1977). work effort is, therefore, a critical outcome of work motivation with the level of motivation reflected in the extent to which an employee allocates time and energy to the performance of tasks (Kanfer, 1987).While some do a

job because it makes them happy, others do it simply because they are paid to do it and without a regular salary they would end up homeless and hungry. A person's motives for performing the work he does are not always knowable. With the constant changes occurring in the world today, especially with regards to technology and innovation, there is a need for companies to reassess the manner in which they communicate to both their employees and their customers. A well-managed business organization normally considers the average employees as the primary source of productivity gains. Thus, understanding what motivates employees to work at or near their peak level is a critical issue for business and society. To work at or near their peak level of performance, employees must be willing to supply discretionary work effort, that is, work effort that is voluntary, is above and beyond what is minimally required or normally expected to avoid reprimand or dismissal and is organisationally functional (Barnard. 1938: Katz 1964: Leibenstein, 1979: Organ. 1998).

The importance of motivating people at work is noticeable at all levels of organization. Starting from managers who need to be aware of factors that motivate their subordinates to make them perform well, through employees who need to think through what expectations they have of work, ending up with HR professionals who have to understand motivation to effectively design and implement reward structure and systems. It seems to be obvious that companies need motivated employees and without any doubts motivation is an important aspect of HRM. However, because of a complex nature of human behaviour, motivation is not easy to understand and to use. Despite many studies on that topic managers today are no closer to understand employees' motivation than their counterparts more than a half of century ago (Kovach, 1980). Although, some of research suggested that money is not as potent as it seemed to be, many companies tried to implement monetary incentives as their main tool to motivate employees.

Performance related pay became the new mantra that was used unquestionably by plenty of companies (Frey & Osterloch, 2002). Recently, as a result of a financial crisis, many large and small organizations had to cut costs through reduction of employees' salaries and bonuses. The question that has arisen is if there are other options of motivating employees that would be equally effective but more costs efficient.

1.2 PURPOSE OF THE STUDY

In order to be successful, companies need the commitment of employees (Molander, 1996). Highly committed persons expend considerable efforts toward the achievement of a company's goals and values (Lau and Huang, 1999) and may represent a corporate strategic advantage (Mak and Sockel, 2001), especially in a rapidly changing world.

In a typical African business context, employees rarely go to great lengths for the firms they work in. It portrays the picture that people in the public institutions are being ill-treated but one must not forget that these people are those that are always receiving huge incentives from the government.

On the other hand, we hardly see employees from a private firm on the street for demonstration and almost do not hear of unrest in these companies but irony of the case is that, people who work in these firms are always complaining to their families about poor working conditions. They claim that their firms do not motivate them and the likes. A person who is satisfied with his/her work may show a higher commitment to put efforts toward the achievement of the company's goals and will not easily change job. However, people differ; they distinguish

themselves from each other regarding their needs, backgrounds, expectations, and individual characteristics. Moreover, some needs may change over time, getting stronger or weaker. To what extent can the different types of employee motivation influence the performance of employees at the workplace? As such, there is the need to research into motivation and find out the integrities of motivation and its impact on employee performance.

1.3 RESEARCH OBJECTIVES

1.3.1. Research Objectives
- The general (or major) of the study is to identify the importance of motivation on employee performance at Golden Tulip Kumasi City

The specific objectives of the study are to:

- Assess how employee performance is managed at Golden Tulip Kumasi City.

- Examine the relation between motivation and employee management at Golden Tulip Kumasi City.

1.3.2. Research Questions

- What is the importance of motivation on employee performance at Golden Tulip, Kumasi?

- How is employee performance managed at Golden Tulip, Kumasi?

- What is the correlation between motivation and employee management at Golden Tulip, Kumasi?

1.4 METHODOLOGY

Primary data will be mainly be used. Primary data will be gathered from different employees in Golden Tulip, Kumasi using a structured questionnaire. In all, about 70 employees will be taken into consideration. Both Purposive sampling and Convenience sampling techniques were employed to specifically select the company and administer questionnaires. This enabled the researchers to get the desired technical information on motivation and employee performance. The selection of the sample was based on availability of managers/manageress and employees. Concerning data analysis, data gathered from the field was integrated in order to give a clear picture for analysis. The data was then analysed using the Statistical Package for Social Sciences (SPSS) 20.0 version and Microsoft office Excel 2013 to make relevant deductions.

1.5 SCOPE OF THE STUDY

The goal of this research is to describe the impact of motivation on employees' job satisfaction.

- In general, the study will cover the theoretical aspects of motivation and job satisfaction (i.e. covering both content and process theories of motivation).

- The empirical section will focus on Frederick Herzberg two-factor content theory of motivation to gain insights about the relation between motivation and job satisfaction in a South African context.

- The focus will be on motivation, job satisfaction and strategies to improve the motivation of employees in an organization.

- The main focus of this research would be conducted at Golden Tulip Kumasi City (a hotel in Kumasi).

1.5.1 Organisation of Study

The structure of this thesis can be broken down into five general parts.

Chapter one which comprises of background of study, statement of the problem, research questions, research objectives, significance of the study and scope of the study. It contains basic information about theoretical foundations of the thesis and the importance of the topic of motivation. It presents research question and explains what the aim of the paper is. Finally, it suggests for whom the results of this study might be useful. The limitations of the study are concerned at the end of the introductory part.

Chapter two is also a theoretical background of the thesis. It is based on findings from the literature and previous research on motivation. This part contains author's theoretical analysis in which he synthesize and ex-pound ideas upon the subject area in question. It consists of six subchapters which are organized in a deductive way, from the most general to the most specific one. Firstly, the concept of motivation is presented and clarified. Secondly, the most important content and process theories of motivation are introduced.

Chapter three describes the methodology used for the study. The main issues discussed here are the research design, population and sample, sample size, source of data, data collection methods, and method of data analysis**.**

Chapter four presents findings from researches on employees' choices of motivating factors and presents results of the research of the workers and the level of motivation.

Chapter five is focused on the summary of findings in chapter four on the workers of Golden tulip and their motivation. This is ended by recommendations and conclusion which summarizes the thesis.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter will explore the theories of motivation and job satisfaction (or dissatisfaction. These theories attempt to explain motivation and job satisfaction (or dissatisfaction) in the workplace. The basic question is what makes people tick in the work place and engage themselves in the activities that ultimately bring a sense of fulfilment and sometimes disappointment in their working lives.

2.2 THE CONCEPT OF MOTIVATION

Motivation has been defined as the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Lindner, 1998); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve(Bedeian, 1993).

The study of motivation is concerned with why individuals think and behave as they do (Mullin, 1999; Weiner, 1992; Wagner, 1999). People are motivated to do something if they believe it is likely that it will bring desired result. People who are well motivated take action that they expect will achieve their clearly defined goals (Armstrong, 2007). Kanfer (1990, as cited in Bjorklund, 2001) stressed that motivation is a phenomenon which cannot be directly observed. The only way to infer motivational processes is to analyze streams of behaviour caused by environmental or inherited factors which can be observed through their effects on abilities, beliefs, knowledge and personality.

2.2.1. Types of Motivation

Amabile (1993) and Deci (1972) states that motivation can be either internal or external, it can be viewed as push or pull determinants.

2.2.1.1. Intrinsic motivation

Intrinsic motivation means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfils a desire and therefore importance is attached to it. Our deep-rooted desires (needs) have the highest motivational power. Examples of these deep-rooted desires (needs) that have the highest motivational power include: acceptance, curiosity, honour, independence, power, social contact and social status (Frey, B., & Osterloch, M. (2002). .

2.2.1.2. Extrinsic Motivation

Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task. Extrinsic motivation is external in nature. The most well-known of this motivation is money. Other examples include: employee of the month award, benefit package, bonuses and organized activities (Frey, B., & Osterloch, M. (2002).

2.3 MOTIVATION THEORIES

2.3.1 CONTENT THEORIES

Content theories attempt to explain those specific things that actually motivate the individual at work. These theories are concerned with identifying people's needs and their relative strengths, and the goals they pursue in order to satisfy these needs. Content theories place emphasis on the nature of needs and what motivates. . Employees bring to a work situation their feelings, beliefs and a repertoire of behaviours which determine their modus operandi on day-to-day basis. It is for this reason that managers constantly seek to understand, explain and if possible to predict the nature of their employees' behaviour. Content theories of motivation attempt to explain and describe factors within the person that energize, direct, sustain and stop behaviour. They provide a framework for managers to gain insights about their employees' internal state. The major content theories of motivation include:

2.3.1.1. Maslow's Hierarchy of Needs

(Fincham & Rhodes, 2005)

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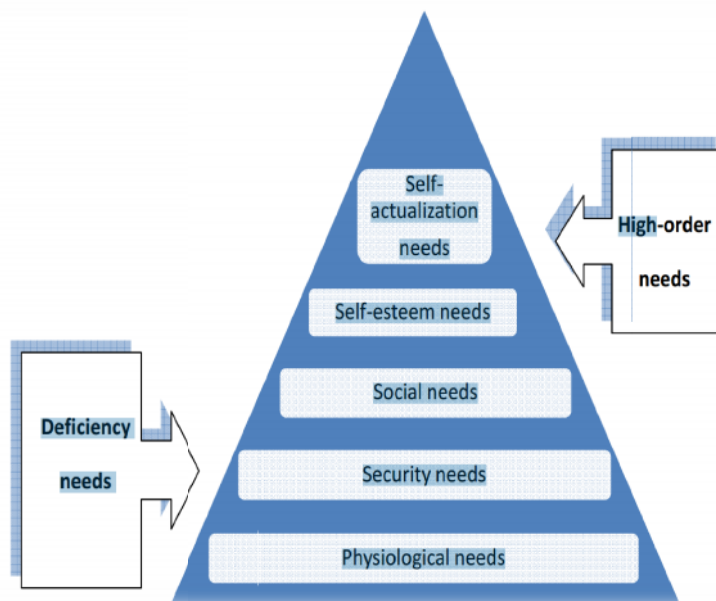
According to Maslow, higher needs are not felt until lower needs are not fulfilled. Additionally, when the need is satisfied it does not influence human behaviour anymore and as a result the focus is moved into a need which is higher in the hierarchy. The lowest level needs are the physiological needs (deficiency need), and the highest-level needs are for self-actualization (high-order needs).

Deficiency needs include basic needs such as hunger or thirst and a need for shelter and protection. When these needs are satisfied people become motivated by high order needs such as the need for supportive and satisfactory relationships with others, needs for freedom, independence, recognition and achievement and finally the need to develop one's potential. The self-actualization which is the highest step in Maslow's pyramid can be described as the ending point of gradual psychological maturation process. This final level is achieved by few people and unlike other needs is never fully satisfied (Fincham & Rhodes, 2005).

2.3.1.2 Alderfer's ERG Theory

One of modifications on Maslow' theory was presented in 1973 by Alderfer, who developed and tested model with fewer needs levels (Pinder, 1998). The theory suggests three general categories of human needs which are partly based on Maslow's model but are not the same. Alderfer's model is named ERG and consists of existence needs, relatedness needs and growth needs. Alderfer agrees with Maslow that needs are arranged in hierarchy. However, his proposed need hierarchy involves only three sets of needs.

1. **Existence**: needs are concrete in nature and are usually limited. A good example of them in organization setting is a salary. If money has to be divided between two groups - the more money receives one group, the less gets the other group. More examples are: needs satisfied by such factors as food, air, water, pay, and working conditions.

2. **Relatedness**: needs basically consist of the interpersonal security needs, the need for prestige and esteem from others. Satisfying relatedness needs requires development of relations and interactions with other people; needs satisfied by meaningful social and interpersonal relationships.

3. **Growth**: The last group of needs in Alderfer's theory contains growth needs. Although, growth needs are corresponding to Maslow's self-esteem and self-actualization needs there are some major differences in a point of view of those two authors. Maslow suggested that self-actualization consist of a fulfilment of unique, innate potential, whereas Alderfer's growth needs contain desire to interact with environment by investigating, exploring and mastering it. In Alderfer's model growth needs change if one's environment changes (Pinder, 1998).

.In addition to the number of categories, Alderfer and Maslow differ on how people move through the different sets of needs. Maslow proposed that unfulfilled needs at one level are of most importance and that the needs on the next higher level aren't activated or triggered until the currently important needs are adequately satisfied.

Thus, a person only progresses up the need hierarchy once his lower level needs have been effectively met. In contrast, Alderfer's ERG theory suggests that in addition to the satisfaction-progression process that Maslow proposed, a frustration-regression process is also at work.

2.3.1.3 McClelland's Learned Theory of Needs

McClelland theory model became a starting point for many other authors' research. He believes that many needs are acquired from the culture of a society. Maslow differentiated between any certain transitions among the needs, whereas McClelland indicates that some people have higher needs than others. He believes that many needs are acquired from the culture of a society. Needs as explain in McClelland's point of view change over a life as they are shaped by peoples' experience. That is why in some sources his theory is called "acquired needs theory". McClelland (1990) suggested that most of acquired needs can be classified to one of three groups: achievement needs, power needs or affiliation needs.

In his opinion some people have a strong need for achievement others for power and finally there is a group that desire affiliation. High achievers tend to perform better for the intrinsic satisfaction for doing something better or just to show that they are more capable of doing something. They prefer to work with tasks which are moderately challenging and they actually perform better with those kinds of tasks. In one of their papers McClelland's and Burnham (1976) deliberate on what makes people good managers. They suggest that high achievement is an important factor that leads to the personal success but it does not necessarily make someone a good manager. High achievers work on their own success by doing everything personally and by receiving feedback that is crucial for them. Managers are not able to do everything by themselves so they have to put some responsibility on others. As well as that, the feedback that they receive comes with a delay, so they are not able to find out immediately how well they performed.

McGregor's Theory X, is based on the assumption that people are inherently bad. This represents a pessimistic view of human nature. According to this theory, people do not really want to work, they have to be pushed, closely supervised, and threatened with some type of punishment. He believed that workers have little or no ambition, prefer to avoid responsibility and will seek security as their major goal.

When a manager has low expectations about his employees, his expectations tend to become self-fulfilling prophecies. If a manager believes his employees are bad, employees tend to behave in displeasing ways. This is the negative side of the Rosenthal effect (Middlebrook, 1980:27).

On the other hand, McGregor Theory Y is premised on the assumption that people are inherently good. This reflects an optimistic view of human behaviour. According to this theory, work is as natural to people as play or rest. People's attitudes toward work depend on their previous job experiences and the conditions surrounding the job itself. If employees are able to understand and relate to their personal goals, to their organization's goals, they will tend to be somewhat self-directed and will not need to be threatened or coerced into working. When given the proper encouragement, people will seek, rather than avoid, responsibility, and they will often exercise considerable imagination and creativity in carrying out their duties.

2.3.1.4 Herzberg's Two-Factor Theory

The last content theory that will be presented in this chapter is Herzberg's two-factor theory; he distinguishes in his theory between motivators and hygiene factors. Motivators are intrinsic motivational factors such as challenging work, recognition and responsibility achievement, recognition, interesting work, responsibility, advancement and growth. And hygiene factors are extrinsic motivational factors such as status, job security and salary company policy, supervision,

working conditions, interpersonal relationships, salary, status, and security. What makes them different from motivators is the fact that they are not related to the content of the work but to the context of the job (Herzberg, 1974). The basis of Herzberg's work is in the Maslow's Hierarchy of Needs. His theory not only describes employees' needs but also goes further and presents how to enrich jobs and make workforce more motivated (Fincham &Rhodes, 2005). He started with the idea that what causes the job satisfaction are the opposite of those things that cause job dissatisfaction. According to him the opposite of satisfaction is rather no satisfaction and the opposite of dissatisfaction is no dissatisfaction.

2.3.2 Process Theories (Expectancy and Goal)

Changes the emphasis from needs to the goals and processes by which workers are motivated. They attempt to explain and describe how people start, sustain and direct behaviour aimed at the satisfaction of needs or reduction of inner tension. They place emphasis on the actual process of motivation.

Process theories also attempt to identify major variables that explain behaviour, but the focus is on the dynamics of how the variables are interrelated in explaining the direction, degree and persistence of effort. The major variables in process models are incentive, drive, reinforcement and expectancy. Examples of process theories include:

2.3.2.1. Expectancy Theory

A quite popular explanation of motivation, developed by Victor Vroom, is expectancy theory, rated as one of the most prominent motivation theories. Vroom defines motivation as a process governing choices among the alternatives forms of voluntary activity. In his view, most

behaviour is under the voluntary control of the person and is consequently motivated. The expectancy theory is explained in terms of four concepts:

1. First and second level outcomes: the first level outcomes resulting from behaviour are associated with doing the job itself. These outcomes include productivity, absenteeism, turnover, and quality of productivity. Second level outcomes are those events (rewards or punishments) that the first level outcomes are likely to produce, such as merit pay increase, group acceptance or rejection, and promotion.

2. Instrumentality: refers to the individual's perception that first level outcomes are associated with second level outcomes.

3. Valance: is the preference for outcomes as seen by the individual. For example, a person may prefer a 9% increase in pay over a transfer to another department. An outcome is positively valent when it's preferred and negatively valent when it's not preferred or avoided. An outcome has a zero valence when people are indifferent to it.

4. Expectancy: refers to the individual's belief concerning the likelihood or subjective probability that a particular behaviour will be followed by a particular outcome such as level of performance (Gibson et al, 2000:160 – 161).

In (Gibson et al, 2000: 164), several studies have been quoted for and against expectancy theorists, for example, Humphreys and Einstein (2004:58) expectancy theory focuses on individual perceptions of the work environment and the interactions of that context with one's personal expectations (Fudge & Schlacter, 1999).

Critics of expectancy theory further say theorists differ on how they define concepts (e.g., effort, motivation) and how they measure them. They also differ on research designs. No systematic approach is being used across investigations. Expectancy theory does not specify which

outcomes are relevant to which individual in which situation. Expectancy theory creates an implicit assumption that all motivation is conscious. Individuals are assumed to consciously calculate the pleasure or pain they expect to attain or avoid; then a choice is made. Although, it is generally accepted that individuals aren't always conscious of their motives, expectancies, and perceptual processes, expectancy theory says nothing about subconscious motivation. Studies testing this model have relied on employees from a single organization who were doing the same or similar jobs. These studies seriously limit and restrict the range of expectancies and instrumentalities. These types of studies raise questions about generalizing the results of these studies to other situations.

2.3.2.2 Equity theory

The essence of the equity theory of motivation is that employees compare their efforts and rewards with those of others in similar work situations. This theory of motivation is based on the assumption that individuals, who work in exchange for rewards from the organization, are motivated by a desire to be equitable treated at work. The theory is based on four important terms:

- **Person:** the individual for equity or inequity is perceived;
- **Comparison other:** any individual(s) or group used by Person as referent regarding the ratio of inputs and outcomes.
- **Inputs:** the individual characteristics brought by Person to the job. These may be achieved (e.g. skills, experience and learning) or ascribed (e.g. age, sex, race). Outcomes: what Person received from the job (e.g. recognition, fringe benefits, pay). Equity exists when employees perceive that the ratio of their inputs (efforts) to their outcomes (rewards) is equivalent to the ratios of other similar employees. Inequity exists when

these ratios aren't equivalent: an individual's own ratio of inputs to outcomes could be greater or less than that of others (Gibson et al, 2000: 164 – 165).

Figure 3: *The Equity Theory diagram*
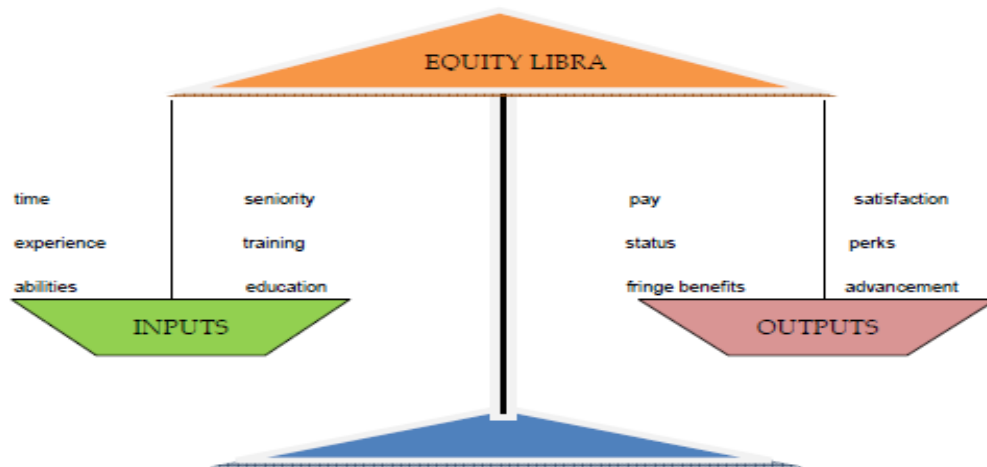
(Gibson et al, 2000: 164 – 165)

2.3.2.3 Goal setting theory

In 1968, Edwin Locke proposed that goal setting was a cognitive process of some practical utility. His view was that an individual's conscious goals and intentions are the primary determinants of behaviour. A goal is the object of action; it's what a person attempts to accomplish. Locke also carefully described the attributes of the mental (cognitive) processes of goal setting. These are:

1. Goal specificity refers to the degree of quantitative precision (clarity) of the goal. For example, a goal that says 'we will increase our market share next year' is clear but not quantitatively precise. A goal that says 'we will increase our market share next year by 5%' is both clear and quantitatively precise.

2. Goal difficulty is the degree of proficiency or the level of performance sought. For example, increasing our market share next year by 5% is both realistic and attainable, but increasing our market share next year by 60%, may both be unrealistic and unattainable.

3. Goal commitment is the amount of effort used to achieve a goal.

4. Goal intensity pertains to the process of setting the goal or of determining how to reach it. Goal setting process entails:

a) Diagnosis for goal-setting readiness (this involves looking at people, history of change in the organization, job and technology, and mission, plan and strategy of the company).

b) Preparation for goal-setting (which may involve participation via increased interaction, communication, formal training and development, establishment of action plans and the establishment of criteria for assessing effectiveness).

c) Implementation which may involve the following steps:

   I.   Goal setting attributes – specificity, difficulty, intensity, and commitment.

   II.   Intermediate review – Frequency, exchange of ideas, and modifications.

   III. Final review - Discussion, analysis, development and recycling.

   IV.   Anticipated goal-setting results – Improved motivation to perform, plan, organize and control.

If goal-setting is to be an effective motivational technique, it must be carefully planned and implemented. A feedback loop is critical to monitor which goals are achieved and why, which goals are not being achieved and why (Gibson et al, 2000:167–169).

2.3.2.4 Porter and Lawler's Model

Vroom's theory has been extended by the findings of Porter and Lawler (Managerial Attitudes and Performance, 1968) in devising a more complete model of motivation for management.

Basically, Porter and Lawler's model (shown below) shows that the amount of effort generated depend upon:

1. the value of the reward

2. the amount of effort seen to be necessary

3. the probability of receiving the reward

The amount of effort deemed necessary and the probability of receiving the reward are in turn influenced by the individual's record of performance to date, and range of skills, personality, perception of his role, and any number of other environment factors.
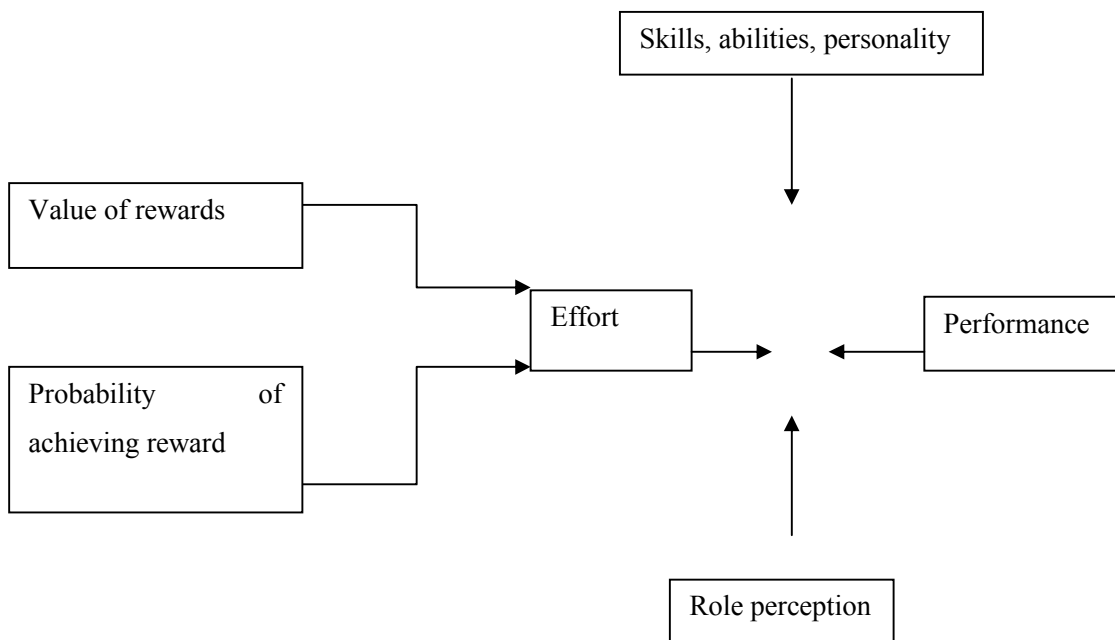
(Managerial Attitudes and Performance, 1968)

Remember that rewards may be:

a) External rewards that are given by others and form part of the job situation (e.g. wages, status, security).

b) Intrinsic rewards which the individual manager awards himself. These arise from the performance of the tasks (e.g. feelings of self-esteem, accomplishment)

2.4 EMPLOYEE PERFORMANCE

Performance in organisations can be separated in organisational performance and job performance (Otley, 1999). According to Otley, the performance of organisations is dependent upon the performance of employees (job performance) and other factors such as the environment of the organisation. The distinction between organisational and job performance is evident; an organisation that is performing well is one that is successfully attaining its objectives, in other words: one that is effectively implementing an appropriate strategy (Otley, 1999) and job performance is the single result of an employee's work (Hunter, 1986). Since the aim of this thesis is to provide a link between motivating employees and their performance, organisational performance lies outside the scope of this research and only job motivation is addressed.

2.4.1 Job Performance

A good employee performance is necessary for the organisation, since an organisation's success is dependent upon the employee's creativity, innovation and commitment (Ramlall, 2008). Good job performances and productivity growth are also important in stabilizing our economy; by means of improved living standards, higher wages, an increase in goods available for consumption, etc. (Griffin et al., 1981). Griffin et al. also argue that therefore research of

individual employee performance is important to society in general. Employee production and employee job performance seems to be related; e.g. in the U.S. performance is in some cases measured as the number and value of goods produced. However, in general productivity tends to be associated with production-oriented terms (e.g. profit and turnover) and performance is linked to efficiency or perception-oriented terms (e.g. supervisory ratings and goal accomplishments) (Pincus, 1986).

However, job performance is more than the ability of the employee alone. Herzberg (1959) and Lindner (1998) refer to the managerial side of performance. According to Herzberg (1959) performance is: let an employee do what I want him to do. This implies that the organisation's hierarchy and task distribution are also critical for a good employee performance. Lindner (1998) adds to this statement by arguing that employee performance can be perceived as "obtaining external funds". According to Vroom (1964) an employee's performance is based on individual factors, namely: personality, skills, knowledge, experience and abilities. Many researchers agree that job performance is divided in those five factors (e.g. Hunter & Hunter, 1984). Some researchers even argue that a person's personality has a more specific role in job performance (Barrick & Mount, 1991).

2.4.2 Measuring Job Performance

According to Kostiuk and Follmann (1989) in most organisations performance is measured by supervisory ratings, however these data are not very useful since they are highly subjective. Bishop (1989) adds to this that in most jobs an objective measure of productivity does not exist. Bishop (1989) also states that the consistency of a worker's performance is greatest when

conditions of work are stable, but in practice work conditions never are stable. This makes it even harder to measure performances objectively. According to Perry and Porter (1982), the performance of many employees probably will be measured despite the lack of availability of generally accepted criteria. Perry and Porter (1982) and Bishop (1989) both argue the problem of objective measuring, however according to Bishop (1989) the problem even increases because most employers believe they can rate the productivity of their employees, and that it is done in an inefficient manner.

However, Bishop (1989) states, it is not impossible, but only costly to obtain objective information about a worker's effort and productivity. It is stated before that some researchers argue that a person's personality plays a more specific role in job performance (Barrick & Mount, 1991). However, the effect personal characteristics and education have on performance is difficult to interpret, since those estimates are imprecise and the models who claimed that can interpret them are rejected as invalid (Kostiuk & Follmann, 1989). However, Kostiuk and Follmann do argue that personality differences seem to be important in the relationship with performance: What is the importance of motivation on employee performance at Golden Tulip, Kumasi?

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This investigation will analyze the factors that cause motivation in employee performance. It will therefore focus on the employees of Golden Tulip Kumasi City Hotel. This chapter describes the methodology used for the study. The main issues discussed here are the research design, research population, sample and sampling technique, source of data and data collection methods, and method of data analysis. The methodological framework for this study and survey is based on triangulation thus, qualitative and quantitative analysis.

3.2 RESEARCH DESIGN

Research design is described and an analysis of the gathered data and results are introduced. The chapter starts with information about the target organization for which the research was conducted; declaration on what are the research questions, problems and objectives, after which the research methods are described. Next data collection and data analysis are presented. Research design is the overall plan for connecting the conceptual research problems to the pertinent (and achievable) empirical research. In other words, the research design articulates what data is required, what methods are going to be used to collect and analyse this data, and how all of this is going to answer your research question. Dawson and Catherine, (Practical Research Methods, 2002) purported that the research design also reflects the purpose of the inquiry.

3.3 POPULATION AND SAMPLE

The total number of employees of Golden Tulip Kumasi City is about 120. A Sample is a subset of a population that should represent the entire group. A sample was drawn from a population which refers to all possible cases of what the researchers were interested in studying and the population is often people who have some particular characteristics in common. The most basic sampling decision that has to be made is who or what the population of interest is (Czaja & Blair, 2005).The questionnaires were distributed among employees to ensure wide range of participants' backgrounds and lines of studies. This will include freelancers and part-time workers.

3.3.1   Sample Size

The purpose of sampling is to enable researchers to estimate some unknown characteristic of the population. The total number of the working force at Golden Tulip Kumasi City is 120 employees Due to time constraint, Purposive sampling and Convenience sampling technique was used to administer 60 questionnaires of which only 50 were responded to as it became impossible to get all staff at a go to administer the questionnaire at a time.

Since researchers can never be 100 percent certain a sample reflects its population, they must decide how much precision they need. Precision is measured by 1) the interval range in which they would expect to find the parameter estimate and 2) the degree of confidence they wish to have in that estimate. Some principles that influence sample size include:

3.4 DATA GATHERING

The first part of the paper is based on findings from the literature and previous research on motivation. It consist of author's theoretical analysis in which he synthesize and ex-pound ideas upon the subject area in question. KNUST library's data base contains a considerable amount of books on the topic of motivation and was a basic source of information. Library provides access to Business Source Complete Database which was used as the main tool to search for relevant articles on the subject. The keywords used to search were: "employee motivation", "incentives", "rewards", "job performance", job satisfaction" and "work attitudes"

3.5 DATA COLLECTION

The aim of the survey is to find out which factors employees as future employees find motivating at work to enhance work performance. Data are primary if they have been gathered according to one's rational and interpreted by one to make a point which is important to one's own argument. Primary data was collected in order to solicit responses directly from the field. The data collected: both primary and secondary (official document) constituted the basic information from which conclusions were drawn for making decision.

Questionnaires and interviews were the main collection tools that the researchers employed to collect data from the sample frame. The tool that has been chosen to collect data is self-administrated questionnaire. This type of collecting data does not require interviewer. Respondents are asked to fill the questionnaire and they read instruction on their own. The questionnaires were distributed by hand. In this case Employees had to answer the questionnaires at work.

3.6 DATA ANALYSIS

At the end of the entire data collection process, the data was entered into Statistical Package for Social Sciences (SPSS). Plausible checks were conducted and inconsistent data was cleared appropriately. Statistical tests were run. Descriptive statistical tools such as graphs, frequency tables and percentages were used to show the results of the data. At the end of the entire data collection process, the data was entered into Statistical Package for Social Sciences (SPSS). Plausible checks were conducted and inconsistent data was cleared appropriately. Statistical tests were run. Descriptive statistical tools such as bar graphs, frequency tables and percentages were used to show the results of the data. Primary data will be mainly be used. Primary data will be gathered from different employees in Golden Tulip, Kumasi using a structured questionnaire. In all, about fifty employees will be taken into consideration. The purposive sampling technique was employed to specifically select the company. This enabled the researchers to get the desired technical information on motivation and employee performance. The selection of the sample was based on availability of managers/manageress and employees. Concerning data analysis, data gathered from the field was integrated in order to give a clear picture for analysis. Data will then be analysed using the Statistical Package for Social Sciences (SPSS) 20.0 version and Microsoft office Excel 2013 to make relevant deductions.

3.7 PROFILE OF GOLDEN TULIP KUMASI CITY

Golden Tulip Kumasi City is a first class African style business hotel set in extensive tropical gardens in the central business district of the Ashanti Regional capital , Kumasi. This 4-star elegant hotel has 160 luxuriously furnished air-conditioned rooms with a variety of lodging accommodation like apartments, suites, executive, deluxe, superior and standard rooms, and Air-conditioned public areas. Our restaurant also offers a la carte style menu and buffets with

international standards and local flavours.   Other facilities of the hotel include a   forex bureau, lounge bar, Drive VIP bar, swimming pool, tennis courts, a shop and casino.   Our meeting and banqueting facilities are ideal for corporate business meetings, presentations, wedding receptions, birthday parties, anniversaries and other social event.   Other services available at Golden Tulip Kumasi City are 24-hour front desk, Airport   transportation (surcharge), Elevator/lift, ATM/banking, Dry cleaning/laundry service, Event   catering, Hair salon, etc.

CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSION OF DATA

4.1. INTRODUCTION

The previous chapters of the study addressed the contextual and descriptive aspects of the study. The focus of this present chapter is to analyse the field data and examine the findings in the light of the objectives of the study. The quantitative data collected under the survey was coded for the analysis. SPSS and Microsoft EXCEL were used to analyse the quantitative data. The qualitative data was also thoroughly discussed in relation to the objectives of the study. The method used in analysing the data of study is a column chart or a bar graph. Analyses of the field data and the discussion of the findings therein have been presented in the following structure:

4.2. PERSONAL DETAILS OF WORKERS OR RESPONDENTS

Perry (2000) contends that, personal attributes like gender, education, family life status and age had significant effect on motivation at the workplace. The socio-demographic description of respondents, presented for analysis included: Gender of respondent, Age of respondents, Present job of respondents, Department of respondents, Length of time working of respondent.

4.2.1. Gender of Respondent

The sample size of this study was unique because out of the 60 questionnaires distributed or administered only 50 questionnaires were retrieved. Out of the 50 questionnaires retrieved, 29 of the respondents were males whiles 21 respondents were females making 58% and 42%

Gender of respondents
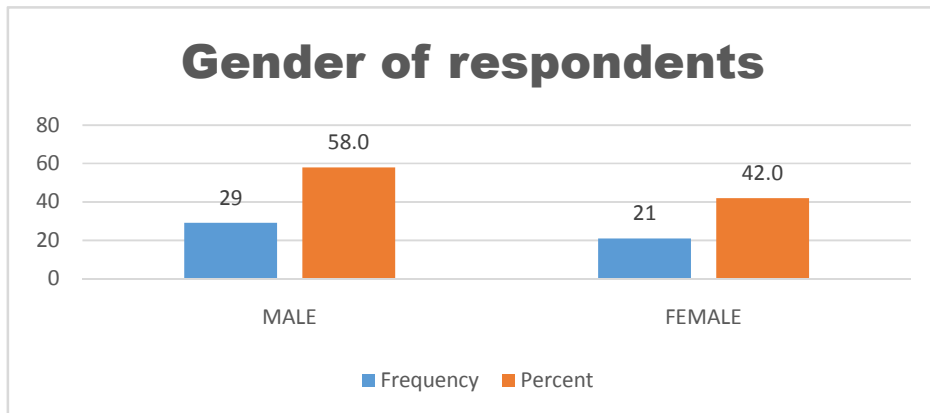
4.2.1.1 Discussion of Data

The above analysis shows that there were more male respondants than female respondants.

4.2.2. Age of Respondents

The respondents can choose from different age groups to which they belong. Only one of the respondents was between the ages under 20 representing 2%, 17 of the respondents were between the ages of 20-29 representing 34%, 25 of the respondents were between the ages of 30-39 representing 50%, 6 of the respondents were between the ages of 40-49 and lastly the 1 respondent was between the ages 50-59 representing 1%.

Age of respondents

	Frequency	Percent
UNDER20	1	2.0
20-29YRS	17	34.0
30-39	25	50.0
40-49YRS	6	12.0
50-59YRS	1	2.0
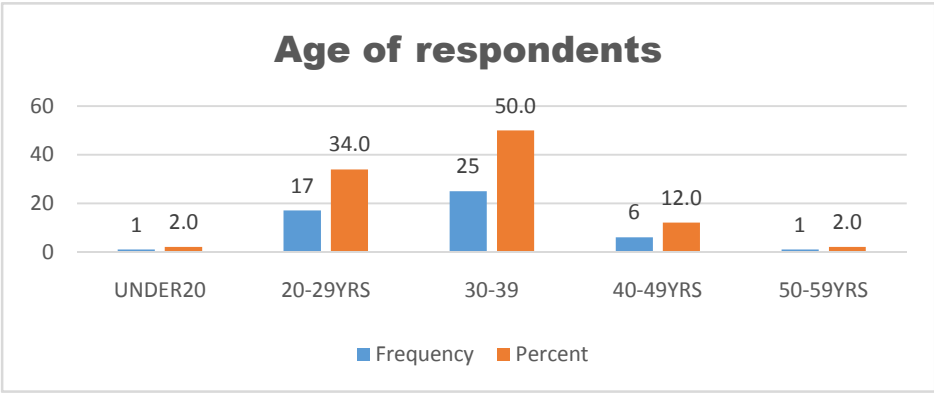
4.2.2.1. Discussion of Data

The age respondent data analysis depicted that there were more respondents between the ages of 30-39, followed by the ages between 20-29 then the ages between 40-49. Whiles ages between the ages 50-59 and below 20years were the least respondents.

4.2.3. Present Job of Respondents

Ideally, a holistic view of the designation of employees of Golden Tulip Kumasi City revealed three different state and they are part-time, full-time and casual and temporary. The respondents working part-time were 6 representing 12%, full-time were 20 representing 40% and casual/temporary representing 48%.

4.2.3.1. Discussion of Data

The data analysis of Present Job of Respondents showed that casual workers responded more than part-time workers and full-time workers.

4.2.4. Department of Respondent

Ideally, a holistic view of the designation of employees of Golden Tulip Kumasi City revealed nine departments and they are accounts office with 2 respondents representing 4%, food and beverage with 12 respondents representing 29%, front desk with 4 respondents representing 8%, house keeping with 10 respondents representing 24%, kitchen with 3 respondents representing 6%, laundry with 2 respondents representing 4%, maintenance with 7 respondents representing 14%, sales and marketing with 4 respondents representing 8% and lastly security with 6 respondents making 12% .

4.2.4.1. Discussion of Data

Among all the Departments that responded, the Food and Beverage Department had the highest score in the respondents.

4.2.5. Length of time working of respondent

14 of the respondents making 28% were working under a year, 15% of the respondents making 30% were working between the ages of 1-2 years and lastly, 21 of the respondents making 42% between 3-5 years.
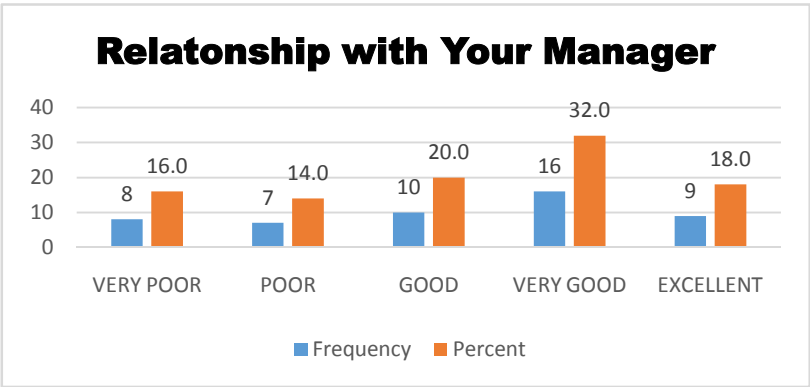
4.2.5.1. Discussion of Data

The analysis of the Length of time working respondents revealed that more of the respondents had work in this company between 3-5 years.

4.3. LEADERSHIP STRATEGIES AND WAYS OF THE MANAGEMENT

4.3.1 How do you find the Relationship with your Direct Manager?

When asked about the relationship the employees have with their direct manager,16 respondents representing 32% had a very good relationship with their manager, 10 of the respondents representing 20% had a good relationship with their manager, 9 respondents representing 18% had an excellent relationship with their manager, 8 respondents representing 16% had a very poor relationship with their manager and lastly 7 of the respondents

representing 14% had a poor relationship with their manager

4.3.1.1. Discussion of Data

Concerning employees' relationship with your direct manager, the above data analysis shows that majority of the employees admitted that their relationship with their managers is worthwhile to ensure high productivity.

4.3.2. How are you Satisfied with the amount of attention your Direct Manager Pays to the Work you do?

For the question about the amount of attention the direct manager pays to their employees, 26 of the respondents representing 52% find that the attention from the direct manager is very good or excellent, 14 of the respondents representing 28% find it fairly good and 10 find the it poor and very poor when it comes to the attention of the manager.

4.3.2.1. Discussion of Data

The above data analysis shows that majority of the respondents were satisfied with the amount of attention their direct managers pay to the work they do.

4.3.3. My immediate Supervisor understands the problem I face at Work

23 respondents representing 46% of the respondents think their supervisor's understanding of their problems is very good and excellent. 42% of the respondents think their supervisors have a fair understanding of the problems they go through and 11% don't think their supervisor have an idea of the problems they go through so for that matter they chose poor or very poor.

4.3.3.1. Discussion of Data

Analysis of respondents concerns of employees' perception of how their supervisors understand the problems they face at work, about 88% of the respondents (representing the majority) think that their supervisors understand the problems they face at work.

4.4. MOTIVATION PACKAGES FOR STAFF OR RESPONDENTS

### 4.4.1. How much do you enjoy Working every day and Performing at your best?

Half (25 respondents representing 50% of the respondents think that they feel very good and excellent working and every day at their best. 14 of the respondents think they work fairly well every day at their best whiles 11 of the respondents think they do not work at their best every day.

4.4.1.1. Discussion of Data

About half of the respondents, representing the majority, shared that they feel very good and excellent working every day and as such give their best at work but very few think the opposite, and this is very good to ensure higher productivity.

4.4.2 How Optimistic do you feel about your Future Success with the Company?

More than half of the respondents think that their future success in the company would be very good and excellent in the future and that it is promising. 18% think fairly well about their future success, 26% do not feel so good about their future in the Hotel whiles 1 respondent didn't answer that particular question.

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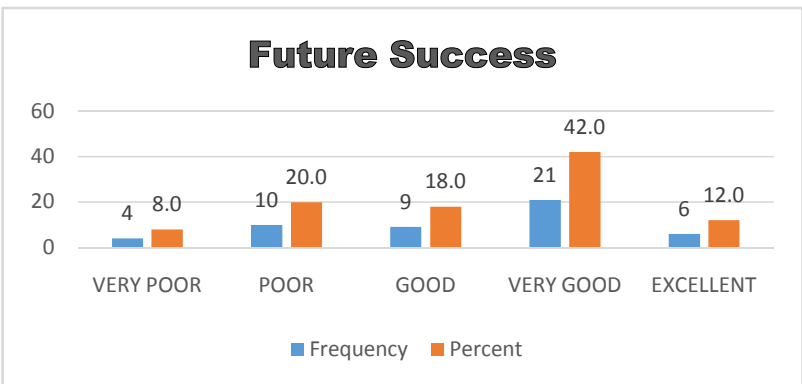
4.4.2.1. Discussion of Data

The above data analysis reveals that most of the respondents are very optimistic about their future in the Hotel and this is very promising.

4.4.3 How well do you think your Work Fulfills your Basic Needs?

27 of the respondents think that their work is excellent and very good and that it fulfils their basic needs. 9 respondents think that their work fulfils their basic needs fairly well whiles 14 think that their work does not fulfil their basic needs and that it is poor and very poor.

4.4.3.1. Discussion of Data

72% of the respondents attest that their work fulfils their basic needs whiles 28% says the opposite. In all it revealed that their work fulfils their needs.

4.4.4. How well do you think you are Appreciated at your Work place?

23 respondents representing 46% think that they are well appreciated at their workplace. 13 of the respondents representing 26% think that appreciation from their workplace is good, 10 respondents out of 50 respondents think otherwise whiles 1 respondents didn't answer that particular question.

Appreciated at Your Work

	NOTHING	VERY POOR	POOR	GOOD	VERY GOOD	EXCELLENT
Frequency	1	10	3	13	20	3
Percent	2.0	20.0	6.0	26.0	40.0	6.0
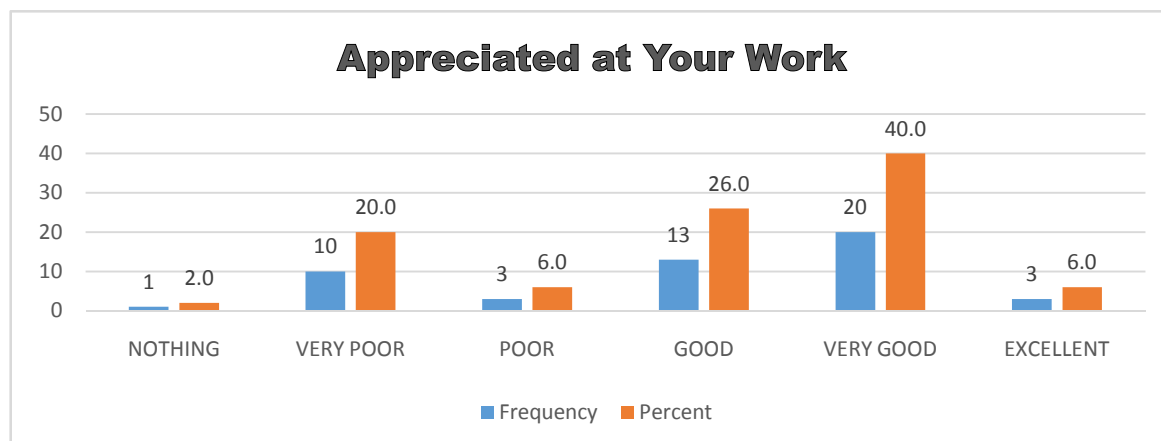
4.4.4.1. Discussion of Data

10 of the respondent of the above data analysis said that they are not well appreciated at the workplace whereas 72% said that appreciated at the workplace is at its best. Thus it shows appreciation of employees at Golden Tulip Kumasi City Hotel is excellent.

4.4.5. *How Satisfied are you with the feeling of Self-fulfillment that your Work gives you?*

17 of the respondents think that the level of satisfaction with feeling of self-fulfilment is very good, 9 of the respondents think it is excellent, 10 respondents think it is good, 14 of the respondents think otherwise and thus it's very poor

4.4.5.1. Discussion of Data

A higher percentage of the respondents are satisfied with the feeling of self-fulfillment that your work gives them at Golden Tulip.

4.4.6. How well do you think you know and understand the direction and goals of the company?

23 respondents think they know and understand the aim and goals of the company very well, 12 of the respondents think they know them well and 25 don't have any idea or do not understand the direction and goals of the company.

4.4.6. Discussion of Data

Majority of the respondents think they know and understand the direction and goals of the Golden Tulip Kumasi City Hotel base on the above analysis.

4.4.7. How are you satisfied with the changes that Company's Leadership has made?

From the group of the respondents, 19 think they are satisfied with the changes in the company's leadership that has been made. 14 think respondents are quite satisfied whiles 17 of them are not satisfied and think otherwise.
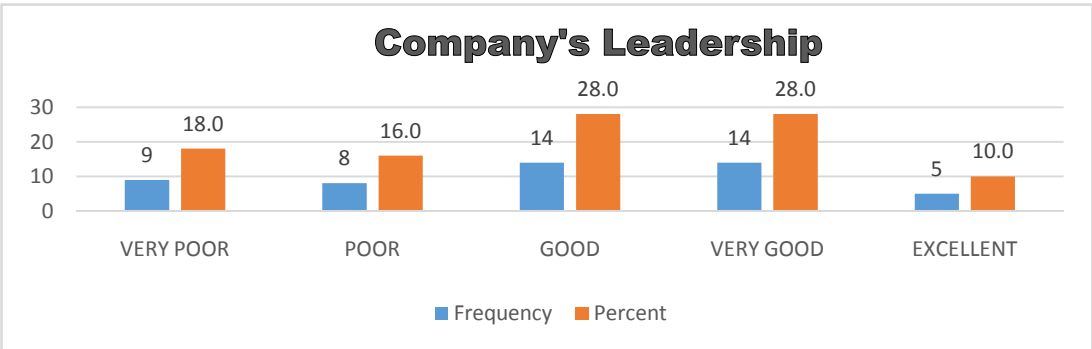
4.4.7.1. Discussion of Data

The analysis above shows that 36 out of the 50 respondents say they are satisfied with the changes that the company leadership has made. Thus a higher percentage of the employees of Golden Tulip are satisfied with the changes that company leadership has made.

4.4.8.   How well do you think the following aspects are run at your workplace, so that they affect your motivation?

4.4.8.1. Job Security

To the question about job security, 18 respondents think they are satisfied with the level of security of the company. 18 respondents think the level of security and the way it is run is good and fair and 14 respondents think that the security level could be run better and that its poor run.

4.4.8.1.1. Discussion of Data

The above analysis indicate that majority of the employees are satisfied with the level of security at the Golden Tulip

4.4.8.2.   Interesting Work

Majority of the respondents are satisfied about the job they are entrusted to and content with it. 11 of the respondents think otherwise and are not satisfied with the manner of their work.

Interesting Work
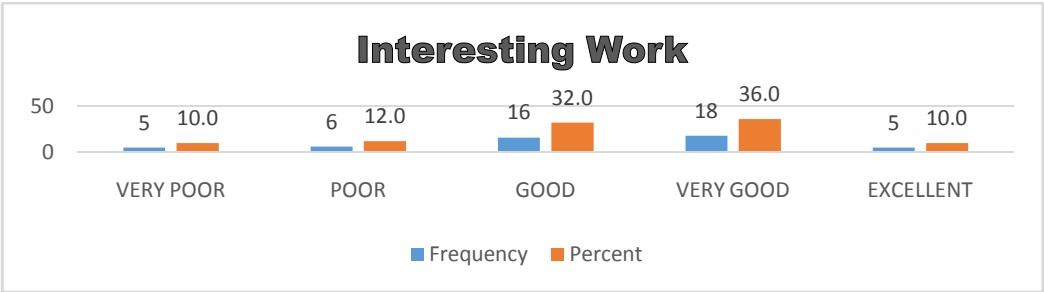
4.4.9. Personal Loyalty to Employees from your Superiors

Again, majority (a total of 39 respondents representing 78%) of the respondents have their superiors loyal to them and 12 respondents think otherwise and that their relationship with superiors is not loyal.

4.4.9.1. Discussion of Data

The above analysis indicate that majority of the employees of Golden Tulip have their superiors loyal to them loyal to them

4.4.9.1. Good Wages

Only one person did not answer the question good wages and how it is run by the leadership of the company. Majority of the respondents think that their wages are enough and are well paid and that their management is doing a good work. 9 of the respondents think otherwise and think their management does not run the system of wages well and that it is poorly run.
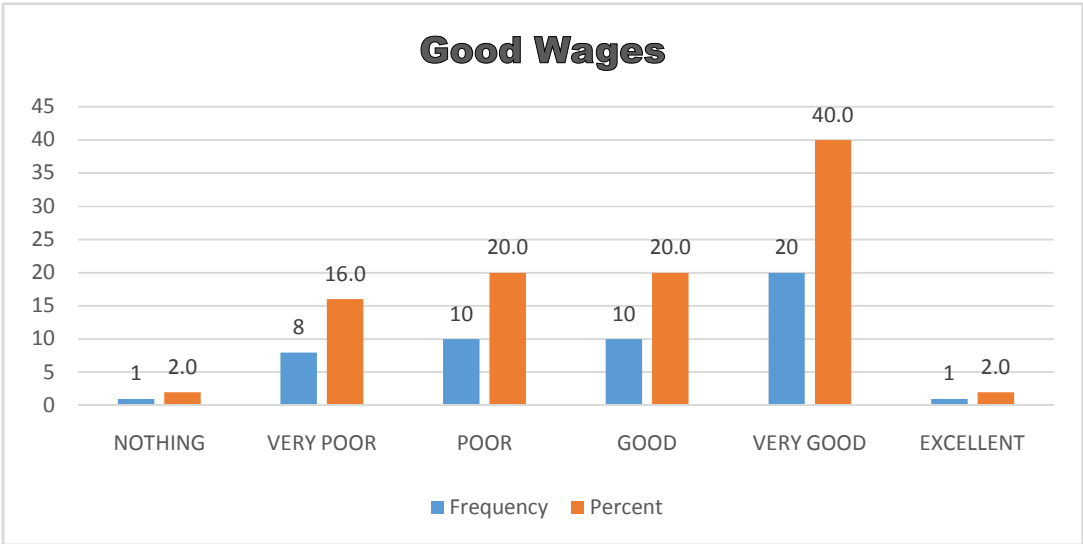
4.4.9.1.1. Discussion of Data

The above analysis reveals that majority of the employees of Golden Tulip think that their wages are enough and is well paid and that their management is doing a good work

4.4.9.2. Good Working Conditions

41 of the respondents representing 78% think they are satisfied with good working condition run by the company's leadership. 9 respondents representing 18%think otherwise and that it can be made better.

4.4.9.2.1. Discussion of Data

The above analysis reveals that majority of the employees of Golden Tulip are satisfied with good working condition run by the leadership of the company.

4.4.10. Full Appreciation of Work Done

Again, majority of the respondents with 52% think they are appreciated for work done and that management is good at running it. 24% think it is fairly well in how management appreciated their work done. 28% also think otherwise and feel that management do no not or is poor at appreciating their work.
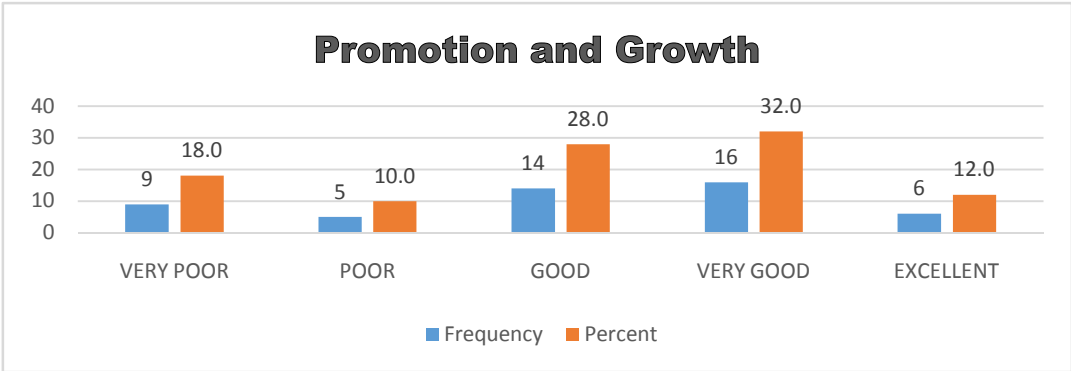
4.4.11. Tactful Discipline from your Superiors

48% of the respondents think that their superiors tactfully discipline them. 30% of the respondents think it's a fair discipline form their superiors and 26 of the respondents think otherwise and that the discipline in inappropriate.

4.4.11.1. Discussion of Data

The above analysis shows that most employees admit that their superiors tactfully discipline them.

4.4.12. Feeling of Being Well Informed and Involved?

Again, the majority of the respondents think that they are well informed and involved with activities of the company and that the leadership does well in running the company. 26% of the respondents think it is fairly run and18% think it is poorly run
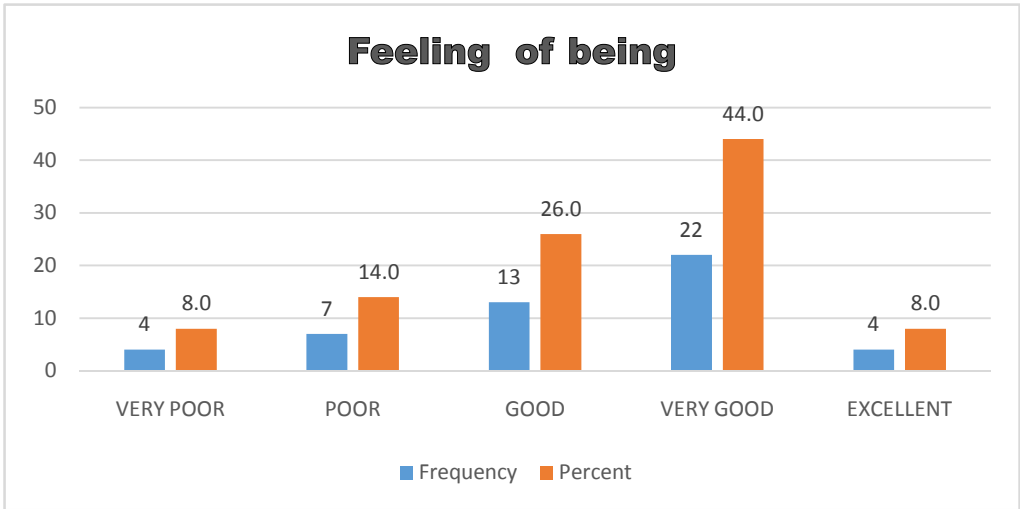
4.4.12.1. Discussion of Data

Majority of the respondents think that they are well informed and involved with activities of the company and that the leadership does well in running the company

4.5 REWARDS PACKAGES FOR STAFF OR RESPONDENTS

4.5.1 WAGES

4.5.1.1. How satisfied are you with your Current Salary?

Only one respondent believed that it is excellent. 22% of them think that it is very good whiles 28% think that it is good. The remaining respondents with 14% find it unsatisfactory and rather believe it is poor.
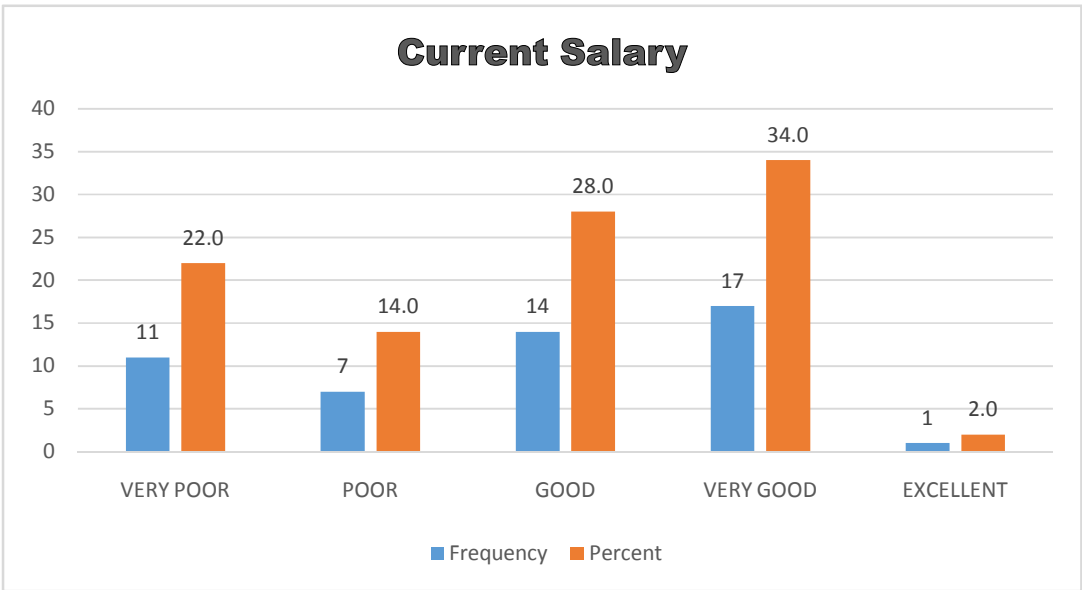
4.5.1.1.1. Discussion of Data

Thus majority of the employees are satisfied with their current salary at Golden Tulip.

4.5.1.2 How do you feel about the Fairness of the Wages System at your work place compared to the tasks you do?

Only 2 respondents are well satisfied with the fairness of the wages system compared to the tasks that the employee do. The majority 36% of respondents think it is good but 62% think it is unsatisfactory.

4.5.1.2.3. Discussion of Data

From the analysis most of the workers are not satisfied with the wages system at Golden Tulip compared to the tasks they do.

4.5.1.3.   Your Co-workers' Wages

Surprisingly, 44% of the group think the wages system compared to co-workers wages is not satisfactory. 1 respondent found it satisfactory with the response being excellent, while 52% also think it was good and very good.

4.5.1.3.1. Discussion of Data
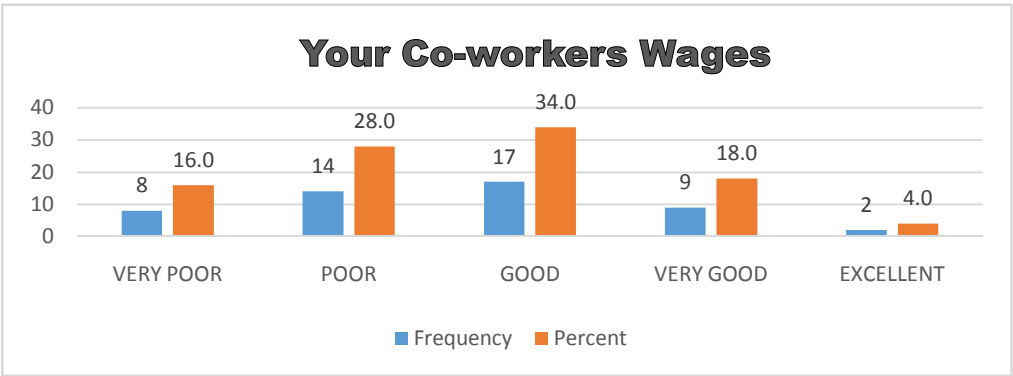
The analysis indicates that most of the workers are not worried about the wage system at Golden Tulip as compared to their co-workers' wages.

4.5.1.3. Other People Working in the Same Field

29 respondents representing 58% think it the fairness of the wages system compared to other people working in the same field is fairly good. 2 respondents believe it is excellent whiles a total of 19 respondent think it is poor and can be done better.

4.5.1.3.1. Discussion of Data

The above data analysis shows that the employees at Golden Tulip think that the wage system in their company is fair compared to people working in the same field in other companies.

4.5.2 BENEFITS
4.5.2.1. How satisfied are you with your Health Benefits?

30% and 22% of the respondents find it very good and good respectively. 36% of the respondents think it is poorly run by the company but 12% also think it is excellent on the part of the company.

How Satisfied are you with Your Company's Health Benefits?

Category	Frequency	Percent
VERY POOR	9	18.0
POOR	9	18.0
GOOD	11	22.0
VERY GOOD	15	30.0
EXCELLENT	6	12.0
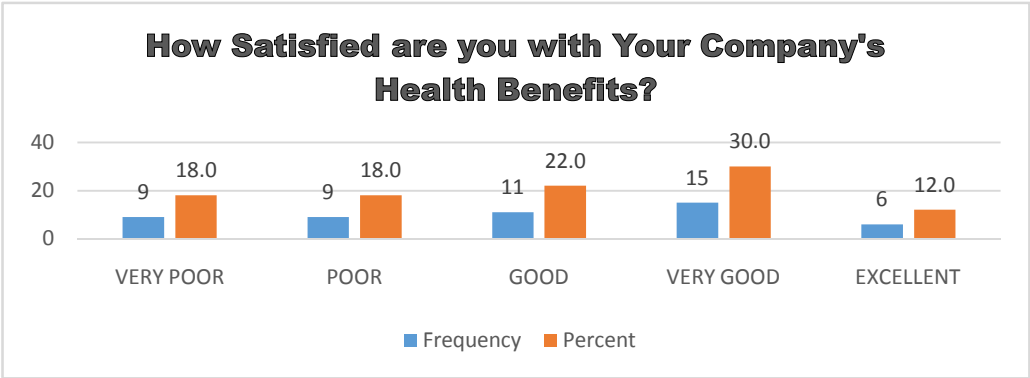
4.5.2.1.1. Discussion of Data

In all only 36% of the respondents think it is poorly**.**

4.5.2.2. How well do you think you understand the Company's Benefit Options?

36% of the respondents stated that they do not understand the company benefit options either poor or very poor. 55% of the respondent stated fairly run by the company while 12% of the respondents think it is excellent on the part of the company.
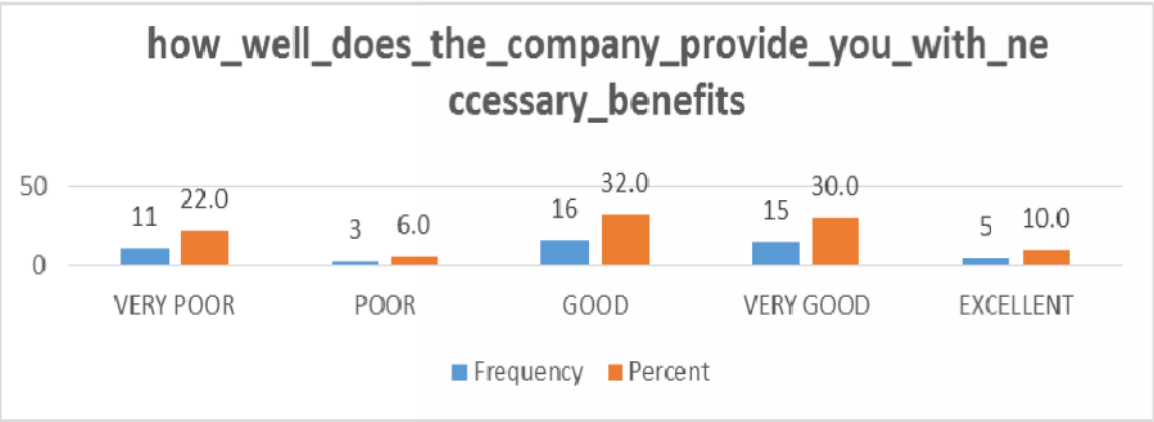
4.5.2.2.1. Discussion of Data

The analysis indicates that some of the employees do not understand the company benefit options.

4.5.2.3 How do you find the Company's Benefits compared to other Companies' Benefits in the Industry?

The majority of the respondents, which is 85 %, believe that the company's benefits are favourable compared to other companies. Only three persons state that it is fairly favourable, and one not so favourable.

4.5.2.3.1. Discussion of Data

From the above data analysis most of the respondents believe that the Golden Tulip's benefits are favourable compared to other companies.

4.5.2.4. How satisfied are you with the amount of other Benefits your Employer Offers: Gym, Swimming, Movies, Theatre and Drama?

There was a fair distribution on the answer for this question, whiles 50% think that these other benefits offered by their employers were satisfactory, 50% also think that this system is not satisfactory.

4.5.2.4.1. Discussion of Data

The data analysis shows that respondent's view on this question is 50/50. Thus one part thinks it is satisfactory whiles the other thinks the opposite.

4.5.2.4 Flexible Working Hour , Long Lunch Hour, Extra Vacation Days and Time Off.

Only one the respondents representing 2% think that the flexible working hours, long lunch vacation and vacation was excellent and that the company did well in this system of motivation. 72% of the respondents also think it is good and very good.
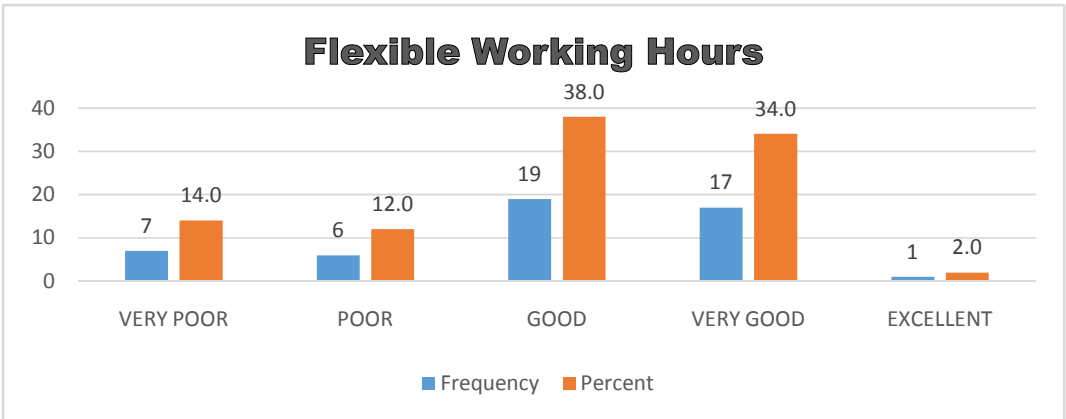
4.5.2.4. Discussion of Data

The respondents' data analysis shows that most employees were satisfied with flexible working hours, long lunch hour, extra vacation days and time off at Golden Tulip.

4.5.2.5   Interesting Projects, Support and Appreciation

Most of the respondents find benefits like interesting tasks, support and appreciation either very good or good. Only one person find it very good, and one, on the contrary not good at all. Other 23 % of participants say it to be not so good.

4.5.2.5.1. Discussion of Data

Thus workers find benefits like interesting tasks, support and appreciation either very good.

4.5.2.6   Insurance, Health Care, Child Care, etc.

The majority of the respondents state that the benefits like insurance, healthcare, childcare and so on are fairly good. Four persons find them not so good. The other 13 persons find these benefits either good or very good.

4.5.2.6.1. Discussion of Data

From the above data majority of the respondents state that the benefits like insurance, healthcare, childcare and so on are fairly good.

4.6   JOB ORGANISATION

4.6.1. In overall, how satisfied are you with the Company as a Place to Work?

The most popular answer among the respondents concerning the company as a place to work is that it is very good and good. 10 respondents think it is excellent whiles 10 respondents think it is not good therefore their answers were poor and very poor.

4.6.1.1. Discussion of Data

The analysis provided us with the view that most of the employees of the company in question are satisfied with the company as a place to work.

4.6.2. How satisfied are you with the Length of your Shift?

Most of the employees think that the length of the shift is good, very excellent and excellent. Two of the respondents find it poor, along with 2 people who think it is not good at all.

4.6.2.1. Discussion of Data

Most of the employees are satisfied with the length of the shift as seen from the data analysis.

4.6.3   How satisfied are you with the Flexibility of the Working Hours?

The respondents show high satisfaction in the flexibility of working hours. That is approximately 74% of respondents find it good, very good and excellent. 8 respondents think it is unsatisfactory and poor or very poor.

4.6.3.1. Discussion of Data

The data analysis revealed that the respondents are highly satisfied with the flexibility of working hours at Golden Tulip Kumasi City Hotel.

4.6.4.   How do you find the Organization's Structure of Hierarchy?

36 respondents representing 72% of the total respondents think that the organization structure of hierarchy is either good or very good, 6 respondents think it is excellent whiles 8 respondents think it is poor or very poor.

4.6.4.1. Discussion of Data

The data analysis shows that majority of the total respondents are satisfied with the organization's structure of hierarchy.

4.6.5   How do you find the Reasonableness of the Amount of Work that is Expected from you?

On the topic of reasonableness of expected amount of work, 58% respondents show satisfaction, answering either "good" or "very good". Five persons think that the amount of work is excellent, and16 two respondents believe that is it not good.

4.6.5.1. Discussion of Data

On the topic of reasonableness of expected amount of work, the analysis revealed that most   of the respondents show satisfaction, answering either "good" or "very good" above.

4.7   EXPECTATIONS

4.7.1. How do you feel about the Job Security at your Workplace?

Approximately 60% of respondents state that their work place is secured, by selecting answer "good" and "very good". Only 5 respondents believe it is excellent good and two not good whiles 10 of the respondents feel security level is low in the company.
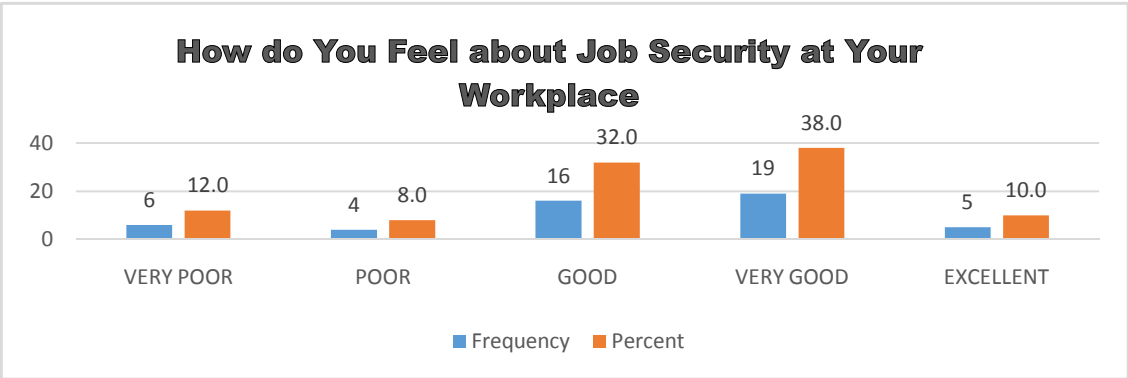
4.7.1.1. Discussion of Data

Most of the respondents attest to the fact that their work place is secured

4.7.2   How satisfied are you with the Amount of Possibilities to take Initiative at your work?

Most of the respondents, 18 people, think that the possibility to take initiative at work is good, together with other 15 who find it very good. 13 participant state that the possibility is poor or

very poor whiles 4 participants state it was excellent

The Amount of Possibilities
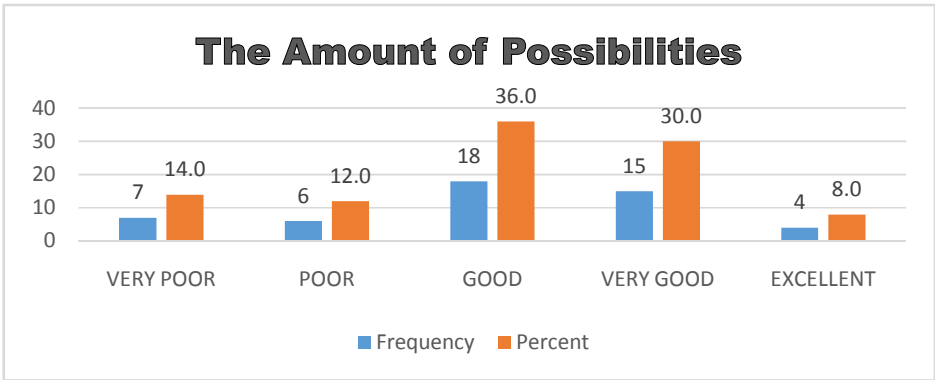
4.7.2.1. Discussion of Data

It depict that most of the employees are given the opportunity take initiative at work is good.

4.7.3   How do you feel about the Possibilities to be Promoted in your work?

Most of the respondents, 19 people, think that the possibility to be promoted at work is good, together with other 9 who find it very good. 18 participants stated that the possibility is poor or very poor whiles 4 participants state it was excellent

Possiblities to be promoted
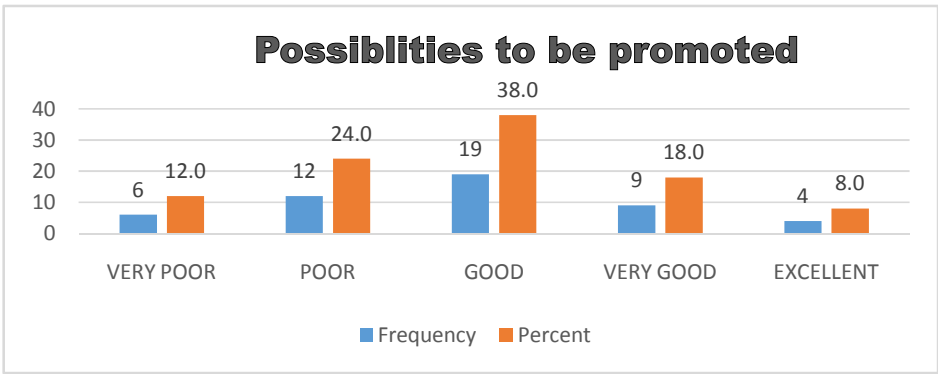
4.7.3.1. Discussion of Data

A considerable number of the respondents raised the concern that the possibility to be promoted at work is poor or very poor as compared to the majority who stated the opposite.

4.7.4 How satisfied are you with the Amount of Appreciation for your Contributions?

Majority of the respondents with a percentage of more than 50% believe that the amount of the appropriate appreciation for an employee's contribution is very good and good. 17 respondents think its poor and very poor, 5 respondents think it is excellent whiles 1 respondent did not answer that particular question.

The Amount of Appreciation

Category	Frequency	Percent
NOTHING	1	2.0
VERY POOR	8	16.0
POOR	9	18.0
GOOD	11	22.0
VERY GOOD	16	32.0
EXCELLENT	5	10.0
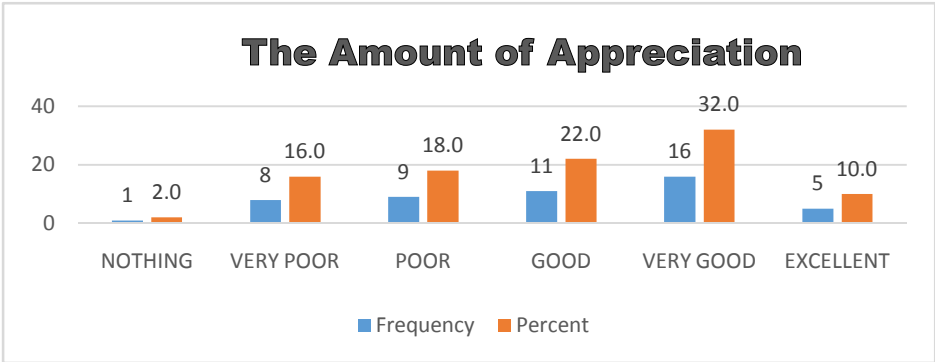
4.7.4.1. Discussion of Data

A higher number of the respondents believe that the amount of the appreciation for an employee's contribution is very good.

4.8. WORK ENVIRONMENT

4.8.1. How safe do you find your Work Place?

The confidence in the answering of this particular question shows that majority of the respondent with a percentage of 84% think that safety at their workplace is good, very good and excellent. 16% of the respondents think that the work environment is bad and that it is poor or very poor
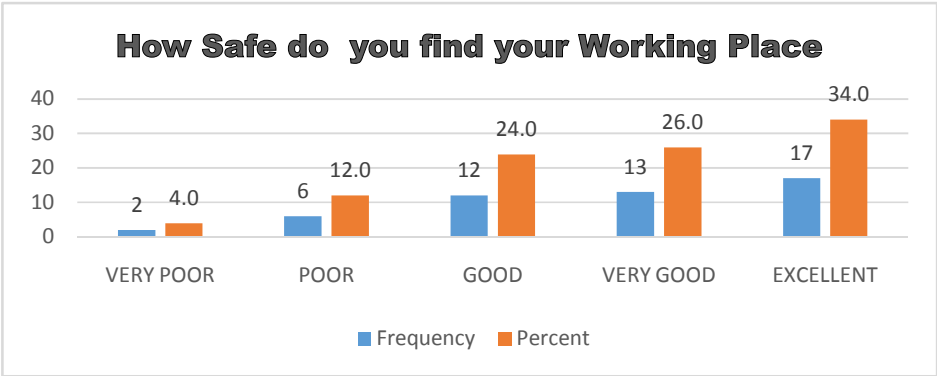
4.8.1.1. Discussion of Data

The above analysis depict that most of the employees are satisfied with the safety at their workplace, Golden Tulip Kumasi City Hotel.

4.8.2. How satisfied are you with the Supporting Equipment you are using to help your Job?

Surprisingly, when asking about the supporting equipment at the workplace 84% thinks it is very satisfactory whiles 16% think it is poor.

How Satisfied are you with the Lighting and Cleanliness

	POOR	GOOD	VERY GOOD	EXCELLENT
Frequency	8	17	11	14
Percent	16.0	34.0	22.0	28.0
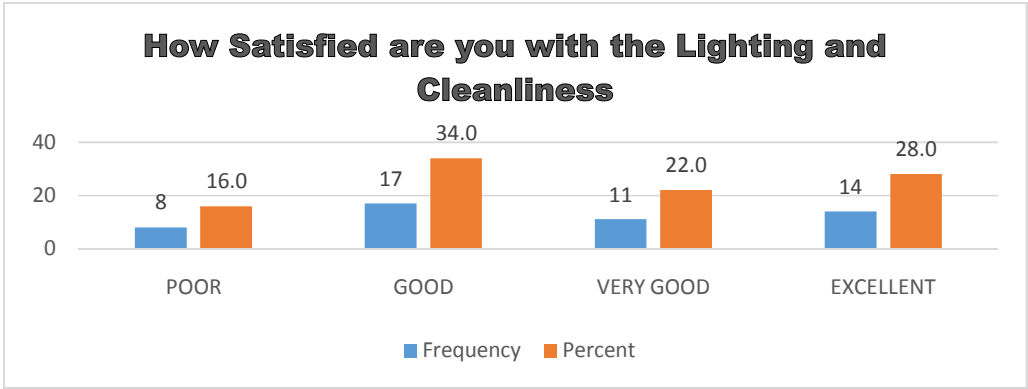
4.8.2.1. Discussion of Data

From the above analysis most of the respondents were satisfied with the supporting equipment they are using to help them in their job.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1. INTRODUCTION

This chapter provides a summary of findings, recommendations on the findings made,

suggestions for further studies and conclusion.

5.2 SUMMARY OF FINDINGS

In relation to the importance of motivation on employee performance at Golden Tulip Kumasi

City, the study revealed that the employees are allowed to take individual responsibility and

initiative in performing their work. This resulted in the level of improvement of employee

efficiency. It was also realised that the motivation and reward packages help to stabilised the

work force at Golden Tulip. This is the reason why there are employees who have work in the

company for a longer period of time.

Employee performance at Golden Tulip is managed mostly through supervisors and the award

of various reward and motivation packages. Example appreciation, feedback, salaries, bonuses

for overtime and for exceeding target. Pertaining to the examination of the relation between

motivation and employee management at Golden Tulip, it was realized that, the employees in

Golden Tulip Kumasi branch are very satisfied with the leadership at the workplace. The

workers of the company are not satisfied with the current salary and the fairness of the wages

system as compared to the tasks they do. Other aspects of the wages system at the company are

fairly satisfying to the employees. The company's benefit design is done very well, since

the employees show quite high satisfaction with it. Also the jobs that Golden tulip Hotel offers

to its employees satisfy their expectations except for the possibility to be promoted. At last, the

work environment in Golden Tulip is satisfactory and the employees satisfactorily accept the working conditions.

5.3 RECOMMENDATIONS ON THE FINDINGS

Recognising success is critical   and equally important in inspiring employees to work toward achievements. The employee will be inspired by knowing that their contributions are valued and that management is confident in their capabilities. The management of Golden Tulip should inspire creativity by providing freedom, time and other resources to employees. Periodically, they should ask employees what they need to maximize their innovative thinking and productivity and provide it with enthusiasm and encouragement. By providing feedback and ensuring that the feedback is consistent provides the means for employees to motivate themselves to the desired behaviour. By keeping them informed, one helps to eliminate some of the fear and keep them focused on what must be performed.

Keeping employees motivated is one of the key roles of any organization as it leads to increase in overall productivity and profitability of that company. Resource that takes care of employee motivation like salary, incentives, good working atmosphere, appreciation, healthy environment are some of the common aspects that motivate an employee at work.

The results suggest that future employee persons are motivated by factors from many different categories. Therefore, the most efficient approach to their motivation should not be based solely on intrinsic motivators neither on extrinsic motivators. By being aware of the factors that are the most important for future business persons companies can meet the challenge of attracting,

motivating and retaining them. We hereby recommend that other benefits like health care and insurance should be made accessible to employees especially security staff, kitchen staff and other junior staff. Thus applying the

5.4 SUGGESTIONS FOR FURTHER STUDIES

This thesis includes only a small part of selected theories of HRM and cultural differences, and it is possible to deepen the research to get more detailed framework and discover more aspects of human behaviour and satisfaction. Because the research theme of the thesis is limited, the authors decided to concentrate on the selected theories which are the most outstanding among the unlimited list of theories available

5.5 CONCLUSION

From the findings of this study we add our voices to the fact that motivation plays a major role in improving employee performance. Managers should therefore give maximum priority to the motivation of employees to ensure their optimum performance and eventually increase productivity as well as achieve organizational goals.

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QUESTIONNAIRE

QUESTIONNAIRES FOR GOLDEN TULIP KUMASI CITY HOTEL
CHRISTIAN SERVICE UNIVERSITY COLLEGE
DEPARTMENT OF BUSINESS STUDIES

This section asks about your personal details and present job situation, and will be used to gain a better understanding of the preferences and views of different groups of workers. Please place a cross or a tick in the appropriate box.

A. Gender: ☐ Male ☐ Female

B. Age: ☐ Under 20 ☐ 20-29yrs ☐ 30-39yrs ☐ 40-49yrs ☐ 50-59 ☐ 60+yrs

C. My Present Job is: ☐ Part-time ☐ Full-time ☐ Casual/temporary

D. The Department or section that in work in is: _____

E. Length of time working for the organisation ☐ Under 1yr ☐ 1-2yrs ☐ 3-5yrs

☐ 6-10yr ☐ 11-15yrs ☐ 16+yrs

This section aims to get an accurate picture of how you view your present work environment. Answer the following questions from the point of view of the job you are presently doing. The information provided in this questionnaire will be treated confidentially. Kindly do not write your name on the questionnaire. It remains anonymous.

1=VERY POOR 2=POOR 3=GOOD 4=VERY GOOD 5=EXCELLENT	SATISFACTION				
LEADERSHIP	**1**	**2**	**3**	**4**	**5**
1. How do you find the relationship with your direct manager?					
2. How are you satisfied with the amount of attention your direct manager pays to the work you do?					
3. How satisfied are you with the support you get from your manager?					
4. My immediate supervisor has reasonable expectations towards my work.					
5. My immediate supervisor understands the problem I face at work.					
6. How satisfied are you with the amount of time your supervisor takes to listen to your concerns and support reasonable suggestions?					
7. How satisfied are you with the support you get from your manager?					

MOTIVATION	SATISFACTION				
1. How much do you enjoy working everyday and performing at your best?	1	2	3	4	5
2. Would you say that it is usually nice to come to work?					
3. How optimistic do you feel about your future success with the company?					
4. How well do you think your work fulfills your basic needs?					
5. How well do you think you are appreciated at your work place?					
6. How satisfied are you with the feeling of self-fulfillment that your work gives you?					
7. How well do you think you know and understand the direction and goals of the company?					
8. How are you satisfied with the changes that company leadership has made?					
9. How well do you think the following aspects are run at your workplace, so that they affect your motivation:					5
a) Job security					
b) Interesting work					
c) Personal loyalty to employees from your superiors					
d) Good wages					
e) Good working conditions (such as light, temperature, cleanliness, low noise level)					
f) Promotion and growth in the organization					
g) Full appreciation of work done					
h) Tactful discipline from your superiors.					
i) Feeling of being well informed and involved.					
j) Open communication.					
k) A good match between your job requirements and your abilities and experience.					
l) Freedom to plan and execute work independently.					
m) Personal loyalty to employees from your superiors.					
REWARDS					
Wages	1	2	3	4	5
1. How satisfied are you with your current salary?					
2. How do you feel about the fairness of the wages system at your	1	2	3	4	5
a) work place compared to					
b) The tasks you do					
c) Your co-workers wages					
d) Other people working in the same field?					
Benefits					
1. How satisfied are you with your health benefits?					
2. How well does the company provide you with the necessary benefits?					
3. How well do you think you understand the company's benefit options					
4. How do you find the company's benefits compared to other companies' benefits in the industry?					
5. How satisfied are you with the amount of other benefits your employer offers?	1	2	3	4	5
a) Gym, swimming, movies, theatre, opera…					

	1	2	3	4	5
b) Flexible working hours, long lunch time, extra vacation days, time off…					
c) Interesting projects, support, appreciation…					
d) Insurance, health care, child care					

JOB ORGANIZATION	1	2	3	4	5
In overall, how satisfied are you with the company as a place to work?					
How satisfied are you with the length of your shift?					
How satisfied are you with the flexibility of the working hours					
How do you find the organization structure/hierarchy of the company?					
How satisfied are you with the communication channels used at your work place? (intranet, email, in-house post)					
How do you find the reasonableness of the amount of work that is expected from you?					
EXPECTATIONS	1	2	3	4	5
How do you feel about the job security of your workplace? 2. How satisfied are you with the idea of NOT changing your work place within next year?					
How satisfied are you with the feeling of success and security in your life brought by your job?					
. How satisfied are you with the amount of possibilities to take initiative at your work.					
How do you feel about the possibilities to be promoted in your work?					
How satisfied are you with the amount of appropriate appreciation for your contributions?					
Are you satisfied with the discussions with your supervisor on ways to improve your workplace environment?					
How satisfied are you with the compensation you get compared to your work responsibilities?					
WORK ENVIRONMENT	1	2	3	4	5
How safe do you find your working place?					
How satisfied are you with the supporting equipment you are using to help your job?					
How satisfied are you with the lighting and cleanliness of your working place?					
How satisfied are you with the occupational health care?					
How satisfied are you with the training and re-training at your work place					

Please, make a check or a tick in the chosen space

Thank you for answering and helping us implement the research for our thesis.