

CHRISTIAN SERVICE UNIVERSITY COLLEGE

DEPARTMENT OF BUSINESS STUDIES

**MOTIVATION AND ITS INFLUENCE ON EMPLOYEES
PERFORMANCE.**

THOMAS AMPONSAH

DAVID OPPONG

BRENDA OWUSU

AGNES ADJEI SARPOMAA

LOUISA SARPONG NTI

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BY

THOMAS AMPONSAH

DAVID OPPONG

BRENDA OWUSU

AGNES ADJEI SARPOMAA

LOUISA SARPONG NTI

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DECLARATION

We hereby declare that this work is our own research towards the award of a degree in Bachelor of Business Administration and it contains no material formerly published by any other person nor does it contain any material which has been accepted for the award of any other degree of the university except where suitable acknowledgement has been made in the text.

NAMES	INDEX №	SIGNATURE
THOMAS AMPONSAH	10135257
DAVID OPPONG	10135222
BRENDA OWUSU	10124225
AGNES ADJEI SARPOMAA	10124084
LOUISA SARPONG NTI	10135211

SUPERVISOR

Gabriel Dwomoh (Mr) Signature Date.....

HEAD OF DEPARTMENT

Dr. Kwaku Ahenkorah Signature Date.....

DEDICATION

We dedicate this work to our parents and guardians whose sacrifices in our quest for this degree have been profound and intense. We love you so much and may the good lord richly bless you.

ABSTRACT

This study seeks to find out the motives and factors that mostly induce workers to put in their best for Electricity Company of Ghana, (ECG). This was considered very central and crucial in understanding the dynamics of workers relationship in fulfilling their contractual obligation towards the function of the organization. A lot of factors have been advanced to explain the individual's willingness to continue to work and how well he will want to contribute towards the attainment of the organization's objectives. Even when such factors are obvious and universally acceptable, a greater percentage of Ghanaian employees seem dissatisfied with their jobs, lack motivation and are always willing to leave their jobs and opportunities.

The study also suggests solutions to ensure employees in ECG are motivated which will improve their performance and enhance organization's productivity.

The research was centred on ECG, Ashanti West. A major discovery according to the views of the employees was a direct link between motivation, performance and productivity. Workers behaviours and attitude can be attributed to several factors; there are outright insufficient resources, bad leadership, and lack of appropriate motivational factors which are the root causes of poor performance and decrease in productivity in ECG.

Random sampling technique was used to select respondents. Primary data was gathered through personal interviews and questionnaires to management and staff of ECG, Ashanti West. Secondary data too was obtained from textbooks, journals and the internet to review the existing literature on motivation. Data was analyzed with the aid of Statistical Package for Social Scientist. (SPSS)

The study therefore put forward some recommendations for the management of ECG and sponsoring authorities to note and tries to solve the identified causes of the problems.

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We are immensely grateful to God almighty for sustaining us in our pursuit for higher education and through the period of putting together this piece of work

However we would be remiss if we neglected to thank the people who directly and indirectly helped us put together this dissertation.

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LIST OF ACRONYMS

ACRONYMS	FULL MEANING
ECG	Electricity Company of Ghana
HR	Human Resource
HRM	Human Resource Manager
GM	General Manager
SPSS	Statistical Package for Social Scientist

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Over the years, the motivation of employees has been gaining steady importance because of its pivotal role in providing a link between improved performance and enhanced productivity. To achieve its goals and objectives, an organization needs among other things, a fully motivated workforce. A workforce that perceives the organization as a medium through which personal goals could be achieved and the same time achieving the organizational goals. To feel motivated, employee sources of satisfaction should commensurate with organizations offers and demands. A lot of factors have been advanced to explain the individual's willingness to continue to work and how well he will want to contribute towards the attainment of the organization's objectives. Even when such factors are obvious and universally acceptable, a greater percentage of Ghanaian employees seem dissatisfied with their jobs, lack motivation and are always willing to leave their jobs and opportunities.

In light of the above, one can argue that our transitive nature (that is, preferring higher opportunities to lower ones) might be responsible for the way employees leave one organization for another. This assertion could also be reinforced by the nature of our value system where materialism is the uppermost consideration in most of our decisions and actions. Be that as it may, contemporary organizational problems call for a greater insight into the productivity of organizations through people.

However, given its pivotal role in improving performance and enhancing productivity, motivation could be a key job design objective for managers attempting to improve their organizational functioning and enhancing productivity.

Despite its potential, development of theories that would help managers identify leverage points by which they could improve employee commitment seem to have languished, and a particular career-related concepts have been ignored.

Therefore, the task before Electricity Company of Ghana (ECG), Ashanti-West shall be how to strike a balance between the interests of the organization and that of the employees by fulfilling both interests. ECG must motivate the workers to achieve improved performance and enhance productivity which is the paramount concern of the organization; in return, the organization tries to satisfy the needs of the employees by offering appropriate inducement to fulfill their goals. Hence organization function involves efficient allocation, utilization of human and material resources.

Accordingly, an important component of the organization's task is to maintain a high level of motivation amongst its employees to improve performance and enhance productivity. It can be argued that critical probing of the assumed possible factors affecting motivation of employees in ECG have receive little, if any, attention from within the management of ECG. From a scholarly point of view, however, one cannot go by mere generalizing assumptions; therefore it is always the quest for scrutinizing and testing the validity, partial or otherwise of even widely accepted and endorsed ideas.

1.1 Statement of problem

Despite the historical and socio-economic contributions of employees to nations, in Ghana there is a strong contention that employees have failed to fulfill the purpose for which they are employed.

The average Ghanaian employee is accused of care-free attitude, lacks sense of duty, lazy and low productivity; also the established organizations are accused of bad faith in themselves, outright neglecting their statutory obligation to the goals of employees welfare

needs. What can be the reason behind the low performance and productivity of employees? Is it that the employees are not being motivated by their employers; or is it the motivation that is not sufficient for the employees; or is the employees inherently lazy? This problem initiated this research work.

1.2 Objectives of the study

The main objective of this study is to determine how employee motivation can improve on performance and enhance productivity at Electricity Company of Ghana, Ashanti-West.

Specific objectives

- To find out what will motivate employees to put in their best for ECG, Ashanti West
- To find out employees attitude to work if what motivates them are not provided at ECG, Ashanti West.
- To find out whether employees at ECG, Ashanti West are satisfied with their current job or will seek employment outside getting the opportunity.
- To find out whether employees at ECG, Ashanti West perform their duties well and if not then what could be the reason behind their low performance.

1.3 Research questions

- ❖ What will motivate employees of ECG, Ashanti West to put up their best for the organization?
- ❖ What will be the attitude of employees to work at ECG, Ashanti-West if what motivates them is not provided?
- ❖ Are the employees of ECG, Ashanti West satisfied with their current job or will seek employment outside getting the opportunity?

- ❖ Are the employees of ECG, Ashanti West performing their duties well, if not what could be the reason behind their low performance?

1.4 Significance of the study

The research finding is envisaged to be assistance to employees including human resource managers and general managers. It is intended to identify the short comings in the function of these managers or in fact, to determine the level of contribution of such lapses to the prevailing circumstance in the performance and productivity process. The findings of the study is also expected to be useful to employers who are likely to become aware of their own failures, arising from ignorance, neglect, aggressive tendencies or outright recklessness toward their work. The study is a contribution to the problem of how to motivate employees to achieve improved performance and enhanced productivity in ECG.

Furthermore, the study will also serve as a contribution in its own way to the existing stock of knowledge and add to the literature on motivation of employees to improve performance and enhance productivity especially in ECG.

1.5 Scope of the study

The study is confined to ECG, Ashanti West. Various motivational techniques available to induce employees to contribute their best to improve performance and enhance productivity of the organization will be looked at.

The study area was chosen because of the following reasons:

- a. To know the different motivational methods used in ECG and whether it has improved performance and enhanced productivity.
- b. Proximity and familiarity of the researchers to the place(ECG)
- c. Moreover, majority of the employees speak English in which the researchers are

fluent with and was thus used as a medium of communication.

The study therefore intends to ascertain whether motivation of employees improves performance and enhance productivity in ECG, Ashanti-West.

1.6 Research methodology

In conducting this study, both primary and secondary data, obtainable from various sources were used. Primary data were gathered through personal interviews and the administration of questionnaire to the management and staff of the ECG.

Secondary data was obtained from textbooks, journals, articles and the internet. The use of secondary data was most important in reviewing existing literature. Information about the study area was obtained through interviews. The random sampling technique was used to select the respondents of the questionnaires.

Data was analyzed using the Statistical Package for Social Scientist (SPSS). Qualitative and quantitative data were analyzed to show the relationship, trends and pattern of data gotten from the field to aid in the drawing of conclusions and recommendation. Figures, tables and written explanation were employed to aid in the analysis of data.

1.7 Limitations

Limitations encountered in conducting this study include;

- Unwillingness on the part of some respondents to provide the needed information.
- Difficulties in getting the staff to answer the questionnaire since most of them were field workers and were mostly in the field.
- Resource constraints especially finance also posed a difficulty that limited the carrying out of the study.
- There was also limitation with the time needed to research the topic.

1.8 Organization of work

The study has five chapters in all with the first chapter introducing the problem. The chapter goes on with the statement of problems, the objectives of the study, significance of the study, the scope of the study as well as the organization of the study.

Chapter two is devoted to an extensive review of previous and related literature to the subject matter.

Chapter three presents the research methodology. In this chapter, introduction of the population, sample size, questionnaire design, data collection method, research approach, reliability and validity of the data.

Chapter four analyses the data collected from the survey undertaken by the researchers.

Chapter five features discussion of findings, conclusion, and recommendations based on the outcome of the research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews some of the related literature on the concepts of motivation; performance and productivity, determinants of performance and factors affecting the determinants of performance. It also discusses the effects of motivation on employee performance and organizational productivity.

2.1 The concept of motivation

Motivation basically attempts to explain why an individual behaves in a particular manner.

Why does someone come late to work? Why does another work enthusiastically?

People at work display varying degrees of motivation to achieve the goals set by management. It is therefore an important task of managers at all levels to enhance the individual motivation to work effectively. Thus manager can provide an individual or a team with the opportunity and resources “to work”, but without motivation little effective work will result. Motivation is therefore seen as the catalyst which the manager has to add to the work situation to generate results. Motivation has been defined by Gareth and Jennifer (2002) as psychological forces that determine the direction of a person’s behavior in an organization, a person’s level of effort, and a person’s level of persistence in the face of obstacles”.

Motivation has been defined again by Franco et al’ (2002) as the willingness to exert and maintain an effort towards organizational goals”.

Microsoft Encarta (2007) also sees motivation as the act of giving somebody a reason to do something; and as a feeling of enthusiasm, interest or commitment that makes somebody want to do something”.

Although the above three definitions seem to suggest that employee motivation is influenced by extrinsic factors, the situation may not always be so. Motivation may be subjective and thus depend on the other intrinsic factors of the person being considered. What may constitute a motivation to one person may not necessarily apply to another because individuals have different needs and aspirations which inform actions.

It could be argued that a person is employed to do a job, and so will do that job and no question of motivation arises. A person who does not want to do the work can resign. The key issue is the efficiency with which the job is done. It is suggested that if individuals can be motivated; by one means or another they will produce a better quality of work.

Motivation can come from intrinsic or extrinsic sources. Intrinsically motivated behavior is a behavior that is performed for its own sake, the source of motivation is actually performing, and the behavior and motivation comes from doing the work itself.

Many employees are intrinsically motivated; they derive a sense of accomplishment and achievement from helping their organizations to achieve their goals and gain a competitive advantage.

Extrinsically motivated behavior is a behavior that is performed to acquire material or social rewards or to avoid punishment; the source of motivation is the consequences of the behavior, not the behavior itself. Employees who keep their ideas to themselves and agree to whatever they are told to do are extrinsically motivated; fear of punishment and self interest motivates them to behave in this manner.

Whether employees are intrinsically motivated or extrinsically motivated or both depends on a wide variety of factors; workers own personal characteristics such as their personalities, abilities, values, attitude, and needs, the nature of their jobs (whether they are enriched) and the nature of the organization such as its structure, its culture, its control system, its human resource management system and the ways in which rewards such as pay are distributed to

employees. Motivation is so central to management because it explains why people behave the way they do in organizations.

Managers must understand individual's motives in order to know how to get them to join the organization, and see that jobs and working conditions allow employees to meet their individual needs. One way they can do this is to make employee satisfaction and development an organizational objective, together with the ability, training, and correct job placement. Positive motivation often leads to effective employee performance and enhance productivity.

2.2 Motivational theories

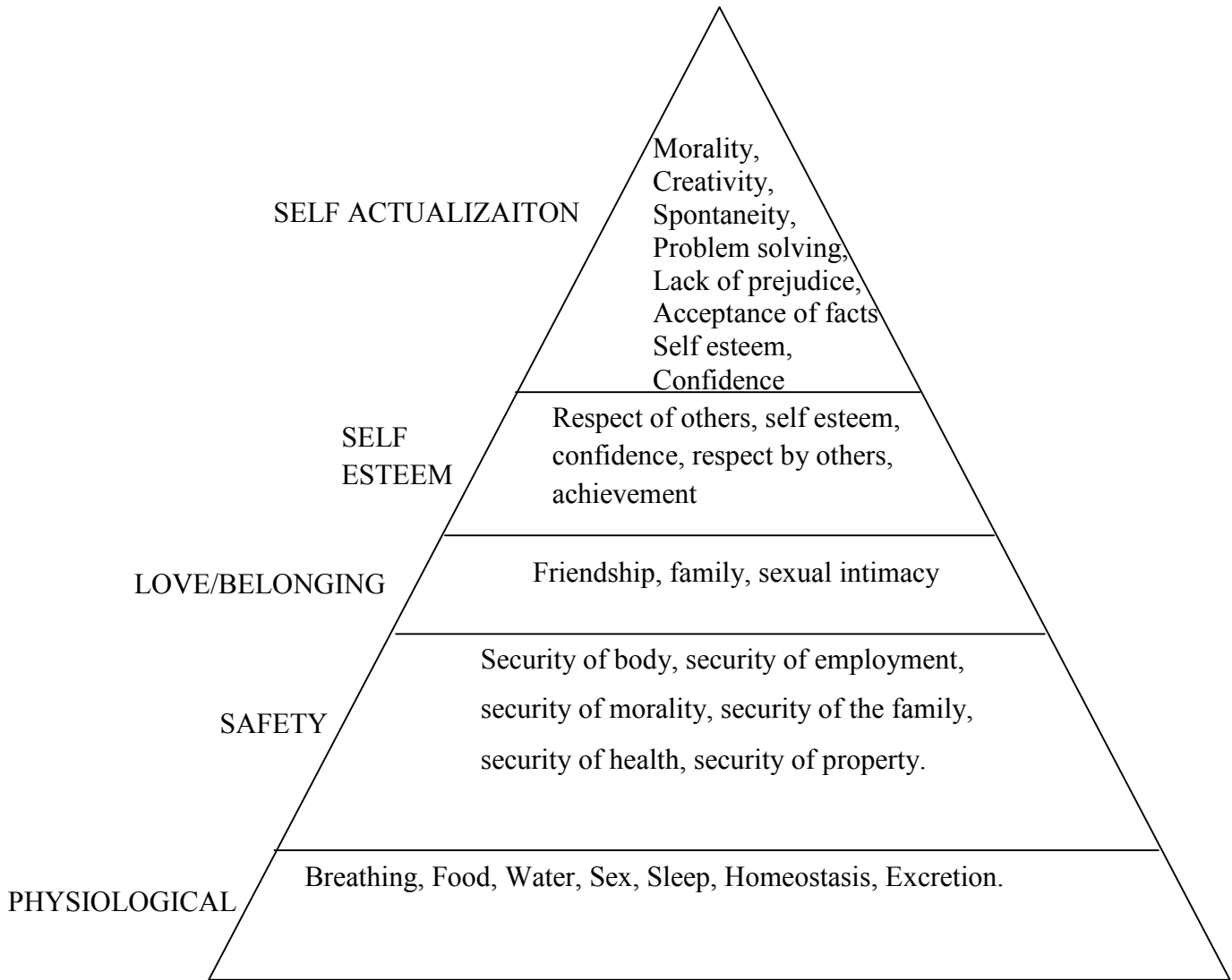
Motivation has been researched by psychologists and others for many years. A number of theories have evolved which are very important to the motivation of employees such as Maslow Hierarchy of Needs, Adam's equity theory, Herzberg's dual factor, vroom's expectancy theory and so forth.

Maslow's Hierarchy of Needs

The interplay of both intrinsic and extrinsic factors that influences motivation would not be complete without an appreciation of Maslow's (1970) Hierarchy of Needs.

According to Maslow (1970) in his book Motivation and Personality, he indicated that, there are two types of needs, deficiency and growth both of which constitute the intrinsic needs of motivation. According to Maslow it is possible to satisfy one deficiency needs before growth needs can be fulfilled. After his initial work, Maslow modified his Hierarchy and recognized that it is possible to attempt to fulfill higher needs while lower ones go unsatisfied. According to Maslow every human being has needs in hierarchical order. This, to him can be illustrated as follows.

Below is figure.1 Maslow's Hierarchy of Five Needs



Maslow argued that needs form a hierarchy in the sense that, when no needs are fulfilled, a person concentrates upon his or her physiological needs when these needs are fulfilled; safety needs become an important determinant of behavior.

When these are satisfied, belongingness become the next important and so on up the hierarchy. In Maslow's motivation theory, he put forward certain propositions and the motivating power of people's need. The theory's position is that individuals have certain needs that influence the behavior, that unsatisfied need can influence behavior while satisfied needs do not act as a motivator. By postulation, the application of Maslow's need hierarchy requires managers to take time to recognize the various satisfied and unsatisfied

needs of the individual in the organization. And the extent to which individual perceives each need being satisfied, then means, the manager must identify the individual needs hierarchy to be in a better position to motivate his employees at all time.

Vroom Expectancy Theory

Vroom (1964) in his book, Work and Motivation, he came up with the expectancy theory. He assumes that people's motivation to exert effort is dependant upon their expectations for success. He based his theory on three concepts namely; expectancy, instrumentality and valence.

Expectancy refers to a person's perceived relationship between effort and performance, that is, to the extent to which a person believes that increased effort will lead to a higher performance.

Instrumentality also refers to the person's perception of the relationship between performance and reward; for example it reflects the extent to which a person believes that higher performance will lead to promotion.

Valence also represents the value placed upon a particular reward by a person. For some individuals, promotion may be highly valued while for others it may have a little value.

Specifically, Vroom maintains that motivation (M) expectancy (E) instrumentality (I) and valence (V) are related to one another by the equation $M = E \times I \times V$. This multiplicative relationship means that the motivational appeal of a given work path is directly reduced whenever any one or more of the factors approach zero. Conversely, for a given reward to have a higher motivational impact as a work outcome, the expectancy, instrumentality and valence associated with the reward must all be high or positive.

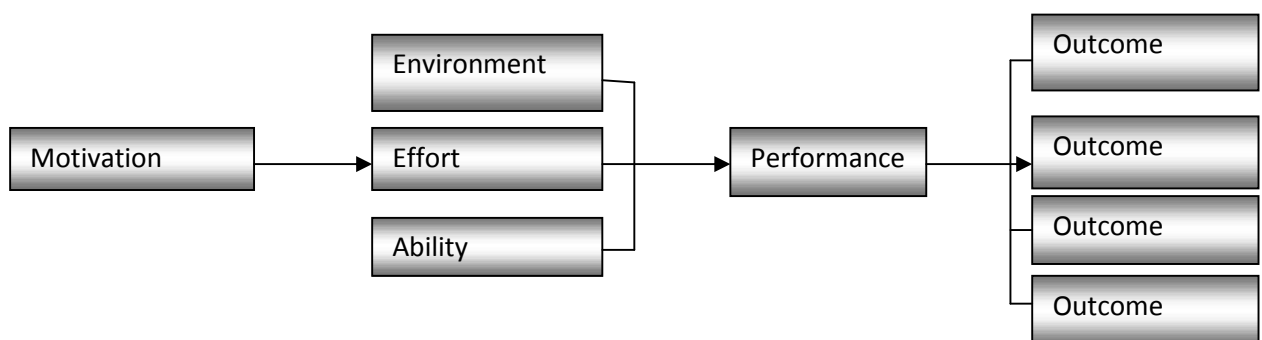
Working logically Vroom's model and holding other factors constant, it is reasonable to say that improved employee performance and high organizational productivity will result when

there is a strong relationship between work efforts and the attainment of the rewards of work.

According to Vroom, to create a situation of high motivation, the manager should take steps to elevate expectancies, instrumentalities and valences. One approach would be for the manager to make sure the worker had the right training and to boost the worker's self-confidence- thus elevating expectancies. Instrumentalities could be elevated by assuring the worker that good performance would lead to a reward. Vroom contended that in order for employees to be motivated to perform desired behaviors at a high level, then expectancy must be high implying that employees must perceive that if they try hard, they can perform at a high level. Again instrumentality must be high meaning that employees must perceive that if they perform at a high level, they will receive certain outcomes. Lastly valence must be high which means that employees must desire or want the outcomes they will receive if they perform at a high level. That is effort will lead to performance and that also will lead to outcomes.

As shown by Vroom's Expectancy Model below, a person is motivated to the degree that he or she believes that (1) effort will yield acceptable performance, (2) performance will be awarded, and (3) the value of the rewards is highly positive. The interactive combination of all these three influences motivation.

Below is fig 3: The expectancy model of motivation by Vroom



Adams Equity Theory

Adams (1965) in his book, equity in Social Exchange in Advances in Experimental Social Psychology, came up with the equity theory. He indicates that whenever there is perceived inequity in the distribution of the rewards of work, employees will certainly react and this will affect their reactions to work in a variety of ways.

He came up with the view that feelings of inequity (unfairness) can arise when an individual's effort or performance on the job exceeds the reward which he or she receives. Employees who feel they contribute more than others to the organization expect to receive proportionately greater rewards. This is the essence of Adam's equity theory. Employees can feel inequity in the following areas;

- Monetary rewards
- Promotion
- Workload
- Degree of recognition
- Tasks and so forth.

Adams made us to understand that the outcome of employees perceiving significant inequities in any area may reduce motivation as a result of the feeling of unfairness. Adams is of the view that, managers should be circumspect and vigilant in the administration of rewards to employees by ensuring that equity prevails.

Hertzberg's Two Factor Theory

Hertzberg (1966) in his book, Work and the Nature of Man, came up with the two factor theory which identifies aspects of the job and organizational contexts that contribute to satisfaction and motivation. Hertzberg initially examined the relationship between job

satisfaction and productivity for workers. In carrying out their research, Herzberg and his associates asked participants to describe job experiences that produce good and bad feelings about their jobs. The researchers discovered that the presence of a particular job characteristic such as responsibility might increase job satisfaction. The study results led Herzberg to conclude that two separate and distinct aspects of the environment were responsible for creating feelings of job satisfaction and job dissatisfaction. He used the terms motivators and hygiene factors to refer to these two aspects of the environment, giving the theory's name; the two factor theory.

Motivators according to Herzberg are aspects of the job and organizational contexts that create positive feelings among employees. Motivators are job characteristics (challenge of the work itself, responsibility, recognition, achievement, advancement and growth) that, when present should create high levels of motivation. These factors according to Herzberg determine whether a job is exciting and rewarding.

Herzberg indicated that motives lead to superior performance only if dissatisfies are present. Hygiene factors according to Herzberg are the non-task characteristic of the work environment that create dissatisfaction. They include aspects of the environment that closely associated with the job.(e.g. compensation and level of responsibility) and certain aspects of the broader organization(working conditions, company policies, supervision, co-workers, salary, formal status and job security) They need to be present at least to some extent to avoid dissatisfaction according to Herzberg. In Herzberg's view, managers should be able to motivate employees by ensuring the presence of both hygiene and motivator factors.

2.2 The concept of Performance

Performance can be defined literally as the ability to operate efficiently or react quickly. According to Organ et al (1982), it is the effectiveness of the organization in attaining the

ends or purpose which brings it into existence. There is a considerable confusion between the meaning of productivity and performance. Many people do not see the difference between the two terms. While Productivity is fairly specific concept related to ration between output and input, Performance is a term which includes almost any objective of competition and manufacturing excellence such as cost flexibility, speed, dependability and quality. In the individual performance equation, performance is the result of the personal attributes of individuals, the work effort they put forth and the organizational support which they receive.

Employees are often said to be the “greatest asset” of the organization. Sadly in many cases, the reality is the converse. In today’s competitive environment, organizations can no longer afford to waste the potential of their workforce. Many managers and supervisors labor under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee’s pay packet. Although this may be true in a minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increase and bonuses for performance in many instances have a very short term effect. The extra money soon comes to be regarded not as an incentive but as “entitlement”. This therefore, means that a manager must understand how each of these factors, alone and in combination, affects performance.

2.3 Determinants of performance

Combinations of three factors allow some people to perform at higher levels than others; 1) declarative knowledge, 2) Procedural knowledge, and 3) Motivation (Murphy et al, 1997).

Declarative knowledge is information about fact and things including information regarding a given task’s requirements, labels, principles and goals.

Procedural knowledge is a combination of knowing what to do and how to do it and includes cognitive, physical, perceptual, motor, and interpersonal skills. Finally motivation involves three types of choice behaviors:

1. Choice to expend effort
2. Choice of level of effort
3. Choice to persist in the expenditure of that level of effort.

All three determinants of performance must be present for performance to reach high levels.

In other words, the three determinants have a multiplicative relationship, such that:

Performance = Declarative knowledge x Motivation.

If any of the determinants has a value of zero, then performance also has a value of zero.

2.4 Factors influencing determinants of performance

The factors that determine performance are affected by both the employee (i.e., abilities and previous experience) and human resource (HR) practices and the work environment. For example, some companies offer more opportunities for training than others do. Jones (2002), in these companies, declarative knowledge is not likely to be a big problem because when lack of knowledge is identified, employees have multiple opportunities to fill in the gap.

However, performance problems may be related to more procedural knowledge and motivation. In terms of procedural knowledge, employees may actually have the knowledge to perform certain task but may not have the skill to do them because of lack of opportunity for practice. In terms of motivation, downsizing intervention may have caused a “survivor syndrome”, which includes retained employees’ feeling frustration, resentment, and even anger. These feelings are likely to have strong negative effects on motivation, and employees may expend minimal energy on their jobs. In addition to the three individual characteristics that determine performance, HR practices and the work environment can also

affect performance. When addressing performance problems, managers' first need to identify which of these factors is hampering performance. Then managers can help the employee improve his or her performance. From the above concepts, we conclude that performance has to do with both efficiency and effectiveness while productivity has to do with the output produced. Productivity therefore relies on the performance of the individual, in other words; it relies on the effectiveness and efficiency of the individual.

It can therefore be said that, in order to determine the effectiveness and efficiency of a person, we must take into consideration all these three factors that is; declarative knowledge, procedural knowledge, and motivation of the person before we can determine the effectiveness and efficiency of the person.

2.5 The Concept of Productivity

The concept of Productivity generally defined as the relation between output and input, has been available for over two centuries and applied in many different circumstances on various levels of aggregation in the economic system. It is one of the major variables governing economic production activities whether in the service or manufacturing industries. According to Tolentino (2004), to meet the challenges of the new business environment, productivity enterprises have reversed the emphasis in the productivity equation to make effectiveness (product and services) the first priority in the overall strategy of the enterprise. Productivity, therefore, emphasizes on doing the right thing and producing goods and services that meet the customer needs.

The human factor is the key determinants of sustained productivity. The productivity improvement impacts of technological advancement would not be fully realized without a human resource capable of exploiting its potentials and make new technologies work in a production environment. Improved productivity requires competent, skilled, motivated and

dedicated employees who are working together in an atmosphere of mutual trust, respect, confidence, partnership and collaboration.

2.6 Effects of motivation on employee performance and organizational productivity.

Commitment to work cannot be enforced. Rather it must come as a product of the enthusiasm that an employee has towards his job. A key factor, then in accounting for employee performance and organizational productivity is their degree of motivation to achieve organizational goal. Motivation and behaviour, however, are subjects of great complexity and confusion. At the outset it is necessary to know that there is agreed body of learning which will explain what course of action to follow in particular circumstances. The conditions under which high motivation can be created, maintained and raised still remained a center of controversy.

McCormick (1979) accepts the fact that human behaviour is directed towards the fulfillment of the needs that people have. To the extent that this is true, he explains, the assumptions could be made that the work behaviour of people is influenced by their motivation to fulfill their needs. McCormick, however, contends that although there are various concepts emanating from theories about human motivation, caution must be taken against any particular motivational concept or theory *in toto*. This is because no single concept or theory has been demonstrated to be universally suitable to explain the basis for why people behave as they do. Despite these controversies, the importance of the subject as Kempner (1983) posits, is that the various ideas and theories seeking to explain human motivation and behaviour may provide some useful insight into why people at work behave the way they do and into courses of action that may improve their motivation.

In discussing the concepts of motivation research accomplished in industrial settings, Kast et al (1970) credit Herzberg's motivation – hygiene concept of the attitudes of people toward

their work. Herzberg found that satisfiers and dissatisfiers in organization are not in the opposite ends of a continuum but rather are two separate and distinct groups which stand out as strong determiners of job satisfaction- achievements, recognition, work itself, responsibility and advancement (Herzberg 1966): The major dissatisfiers were company policy and administration, supervision, salary, interpersonal relations and working conditions. Hertzberg identifies the work environment variables as hygiene factors indicating an analogy to the concept of preventive maintenance. He also labels the satisfier factors as motivators, implying their effectiveness in evoking individual behaviour toward superior performance.

The problem with Herzberg's classification is that it is difficult to distinguish satisfiers from dissatisfiers. Since individuals' needs are different, what may be satisfying to one may not be satisfying to the other. There have been other studies which failed to support the satisfaction – dissatisfaction dichotomy. Hertzberg's own data, when reanalyzed, were found not to support the hypothesis (Wigor et al 1967) Yet Hertzberg's conclusions seem to be consistent with other findings in the behavioral sciences which emphasize the importance of intrinsic factors (those which come from performance itself rather than those which are not inherent in the work) in effective personality functioning. Because Hertzberg's conclusions appear to be supported in directly by a large body of related evidence, they cannot be slightly dismissed.

Porter et al (1964) studies of managers find the need for self-actualization, autonomy or esteem present, though not often satisfied. Not surprisingly, Porter and Mitchell find variations between line and staff, large company managers and small company managers, military officers (Porter et al 1967) and their civilian counterparts. One of their major points is that management people have a desire for self-fulfillment at least partly in their work. McClelland et al (1953) propose the achievement-motivation aspects of self-fulfillment at

work. They believe that managers have aspiration for achievement which can be developed and motivated.

Purcell (1967) has indicated that although these studies differ somewhat in their theory and their findings are rather fragmented, there is empirical evidence that the basic need for fulfillment and meaning at work and business management is powerful and must be ignored. Obviously, individuals have various needs, forces, drives or other mechanisms that start and maintain voluntary activity directed toward the achievement of an individual goal. Studies conducted by Sergiovanni et al (1973) reveal that:

- 1) individual employees vary as to their unsatisfied needs; 2) in general, older employees experience lower deficiency in need satisfaction, apparently because they are resigned to existing conditions and hence expect less; 3) the security, social needs of employee are reasonably well met, but there is less satisfaction of the needs of esteem, autonomy and self-actualization, and 4) the most pressing need of employee is the esteem area. Thus, most of today's workers will work harder for rewards at the esteem level than for other rewards.

A similar finding was reported by Lytle (1980). Lytle developed a personal survey that was used with teachers in the Philadelphia school system to determine organizational variables that affect teacher's satisfaction and dissatisfaction. Lytle's findings revealed that teachers prefer schools that allow them autonomy and psychic rewards, even though such require more effort. Working logically from this point, it is reasonable to assume the specific clusters of values and beliefs which constitute the ethos of work involvement by an employee vary among the members. Thus, among individuals can be found varied needs, which are often influenced by internal and external factors. Such factors may be economic, cultural, social or political. These factors shape the employee's attitude towards his or her job or organization.

Given these assumptions about the individual and his or her motivation, particularly in the African work environment, it is noteworthy to ask: Has the provision of fringe benefits such as

car loan, housing, rent subsidy and medical facilities to mention a few, led to increased motivation among African workers? In answering these questions it will be necessary to draw from Vroom (1964) Expectancy Theory. In his theory, Vroom suggested that employee performance is a multiplicative function of ability and motivation, that is $P=f(A \times M)$. Vroom recognized that performance is caused by at least few factors. In order to achieve high performance, one must

- 1) know what is required (role expectation); 2) have the ability to do what is required;
- 3) work in an environment in which intended actions can be translated into behaviour, and 4) be motivated to do what is required.

For Vroom (1964), work motivation is determined by individual's belief regarding effort-performance relationships and the desirability of various work outcomes that are associated with different performance levels. Vroom argues that an individual will put forth maximum work effort in support of work goals when he:

- 1) Believes that working hard will enable various levels of task performance to be achieved (expectancy)
- 2) Believes that various work outcomes or rewards (such as possible salary increase or promotion will result from the achievement of the various levels of work performance (instrumentality) and
- 3) Values those work outcomes (valence)

Specifically, Vroom maintains that motivation (M), expectancy (E), instrumentality (I) and valence (V) are related to one another by the equation $M=E \times I \times V$. This multiplicative relationship means that the motivational appeal of a given work path is directly reduced whenever any one or more of the factors approach zero. Conversely, for a given reward to have a high motivational impact as a work outcome, the expectancy, instrumentality and

valence associated with the reward must all be high or positive. Working logically from Vroom's model and holding other factors constant it is reasonable to say that improved employee performance and high organizational productivity will result when there is a strong relationship between work efforts and the attainment of the rewards of work. Borrowing Equity theory by Adams (1963), whenever there is perceived inequity in the distribution of the reward of work, employees will certainly react and this will affect their reactions to work in a variety of ways.

From the above, we can conclude that, if people are highly motivated, there is a greater chance that they will be more effective and efficient thereby performing well which will increase and enhance productivity and vice versa.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter explains how the research was undertaken. It deals with the overall perspectives and approaches upon which the research was conducted and the implications of the methods adopted. The techniques and procedures used and why they were used also discussed. The structure of the chapter is presented as follows; a brief description of the study area, the population, research design, questionnaire design, data collection method as well as validity and reliability of the research and the research approach adopted. Data was also presented and analyzed.

3.1 Population

ECG, Ashanti West, has a total population of two hundred and thirteen (213) employees made up of sixty four (64) senior staff and one hundred and forty nine(149) junior staff mostly of field workers. The random sampling technique was used to select hundred respondents of which seventy-five questionnaires were retrieved. The Human Resource Manager and the General Manager had one (1) each.

3.2 Sample size

Out of the two hundred and thirteen employees (213) hundred (100) employees were selected as our sample size which constitutes 46.95% of the total workforce out of which 37% are males and 38% are females.

3.3 Questionnaire design

Questionnaires were used as the main instrument for the collection of data for this study. Using the response instrument, three (3) sets of questionnaires were designed and constructed - one for the employees which required them to specify among other things the Sex, Marital Status, and how long they have been working in the organization and others. The second set was meant for the Human Resources Manager and the third set was meant for the General Manager. These questionnaires equally inquired about Sex, Marital Status, Age and what they think is responsible for employees not performing their duties well among others.

3.4 Data collection method

Primary data were gathered through personal interviews and the administration of questionnaires to the management and the staff of ECG, Ashanti West. Secondary data was also obtained from textbooks, journals, articles and the internet. The use of secondary data was most important in reviewing existing literature. Information about the study area was obtained through interviews. The random sampling technique was used to select respondents of the questionnaires.

3.5 Reliability and Validity of the study

Consistency with which questionnaire (test) items are answered relatively the same can be determined through the test-retest method at two different times. This attribute of the instrument is actually referred to as stability. If we are dealing with a stable measure, then the results should be similar.

A high degree of stability indicates a high degree of reliability which means the results are repeatable.

Before the study was conducted, there were general discussions and interviews with some employees at Electricity Company of Ghana, Ashanti West, who were selected randomly so as to have a general idea about the impact of motivation on the employees' performance. By the information that was given and deducing from the discussion and interviews and subsequent questionnaires that were administered, similar concerns were raised by the selected employees. This shows that the study followed the test-retest method making our research work at ECG, Ashanti West more reliable.

Validity determines whether the research truly measures which it was intended to measure on how truthful the research results are. Whatever the case may be, there will be the need to consider both internal and external validity.

Internal validity encompasses whether the results of the study are legitimate because of the way the groups were selected, data was recorded or analysis performed.

External validity often referred to as "generalizability". It involves whether the results given by the study are transferable to other groups.

The study adopted the random sampling technique to select respondents for the questionnaire. Data that were collected from the respondents were recorded and analyzed by the use of Statistical Package for Social Scientist (SPSS). Qualitative and quantitative data were analyzed to show the relationships, trends and patterns of data gotten from the field to aid in the drawing of conclusions and recommendations. Figures, tables and written explanation were employed to aid in the analysis of data.

Per the information gathered from the study, the result can therefore be transferred to other branches of Electricity Company of Ghana (ECG). The reason is that, ECG as a public organization has similar resources and follows a particular pattern in its operation.

Concerns raised by respondents that were selected on employee's motivation and its impact on performance can therefore be generalized.

3.6 Research approach

Single case study was chosen as a research approach on the topic, motivation and its impact on employee's performance at Electricity Company of Ghana, Ashanti West. Robson (1993) defines case study as "a strategy for doing research which involves an empirical investigation of a particular contemporary phenomena within its real-life context using multiple sources of evidence"

A single case study has a variety of benefits as it provides a good source of ideas about behaviour and a good method to study rare phenomena. A single case study also offers the following benefits.

1. Single Case study is flexible. Researchers can select a topic and decide the boundaries of the topic depending on the extent of their research topic. The procedure of data collection is also flexible because there is no fixed end point in data collection.
2. Although the nature of case study research can be both qualitative and quantitative, it delves into issues in detail. Data are collected over a span of time and are heuristically and intensively described.
3. Single Case studies are used to test a hypothesis or devise a theory.
4. Single Case studies usually investigate contemporary phenomena in human society. Instead of how a creating controlled environmental research does, a case study probes into events that happened in natural settings.

Irrespective of these benefits, critics of case studies argues that;

- ❖ The study of a small number of cases can offer no grounds for establishing reliability or generality of findings.
- ❖ Others feel that the intense exposure to study of a case biases the findings.

- ❖ Detractors argue that single case studies are difficult to generalize because of its inherent subjectivity and also being based on qualitative subjective data, generalizable of findings can only be done on a particular context.

Notwithstanding these, researchers continue to use the case study research method with success in carefully planned and crafted studies of real-life situations, issues and problems.

3.7 Data presentation and analysis

The collected data was thoroughly analyzed by first editing the given information, classifying it according to their attributes and class intervals; we finally represented them in a tabular form. Our data and information collected was presented using Microsoft Excel and Statistical Package for Social Scientist (SPSS) through charts, histograms and graphs to give us a pictorial view of the data.

CHAPTER FOUR

RESULTS, FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the collected data, their analysis and interpretation, as a means of paving a way for meaningful discussion and conclusion in the next chapter.

4.1 Response rate

Hundred (100) questionnaires were distributed to employees out of which seventy-five (75) were answered and returned. This represents seventy-five percent (75%) of the total questionnaires received. One (1) questionnaire each was given to the General Manager and the Regional Director.

4.2 Characteristics of the respondents

The research showed that 50.7% of the respondents were female while 49.3% were males.

This shows that the findings will be inadvertently biased towards the female sample.

This is shown in the table 4.1

Table 4.1: Participation Rate According to Sex

Sex	No. of Respondents	Percentage of respondents
Male	37	49.3
Female	38	50.7
Total	75	100

Source: Field data, May 2012

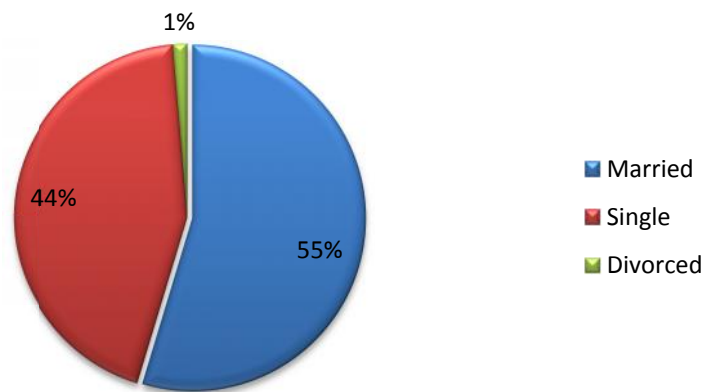
4.2.1 Respondents on marital status

The table below shows the marital status of respondents. Questionnaires were administered to find out the distribution of respondents according to their marital status.

Table 4.2: Distribution According to Marital Status

Marital Status	No. of Respondents	Percentage of respondents
Married	41	55
Single	33	44
Divorced	1	1
Total	75	100

Source: Field data, May 2012



Source: Field data, May 2012

The survey on the marital status of our respondents showed that 55% were married, 44.0% were single while 1% were divorced.

The results also showed that the mean age of the respondents was approximately eighteen to thirty years. The analysis showed that 84% of the respondents fell within eighteen to forty years group, indicating that most of our sample belongs to the young executive group in ECG, Ashanti West and this directly or indirectly affects the response pattern. The results Showed that 82.7% of the respondents that were studied had worked with ECG for ten (10) Years and below.

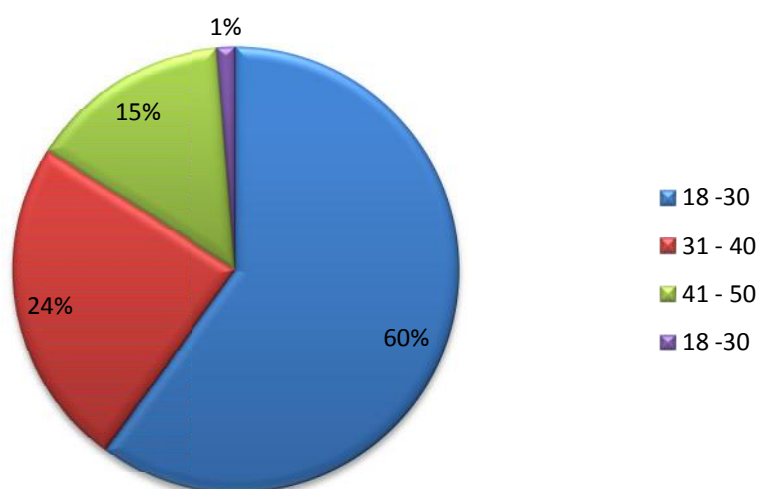
4.2.2 Distribution of age groups, number of working years and motivation

Questionnaires were administered to find out the age distribution of respondents that are present in ECG as indicated by the table below.

Table 4.3: Distribution According to Age

Age	No. of Respondents	Percentage of respondents
18-30	45	60
31-40	18	24
41-50	11	15
51-60	1	1
Total	75	100

Source: Field data, May, 2012



Source: Field data, May, 2012

The above data shows that 60% of the respondents are within the ages of eighteen and thirty years, 24% are within the ages of thirty one and forty years, 15% falls between the ages of forty one and fifty years while 1% is between the ages of fifty one and sixty years.

The result from the survey also showed that, out of the 60% respondents who are between the ages of eighteen and thirty years, two have worked with ECG for less than a year,

thirty eight for between one to five years, two for between six to ten years, two for between eleven and fifteen years and one did not answer as to how long he had worked for ECG.

Out of the eighteen respondents between the ages of thirty one and forty years, nine have worked for between one to five years, six for between six to ten years and three for eleven to fifteen years. Out of the eleven respondents between the ages of forty and fifty years, three have worked for between one to five years, two for between eleven to fifteen years, three for between sixteen to twenty years, and one for between twenty six and thirty years.

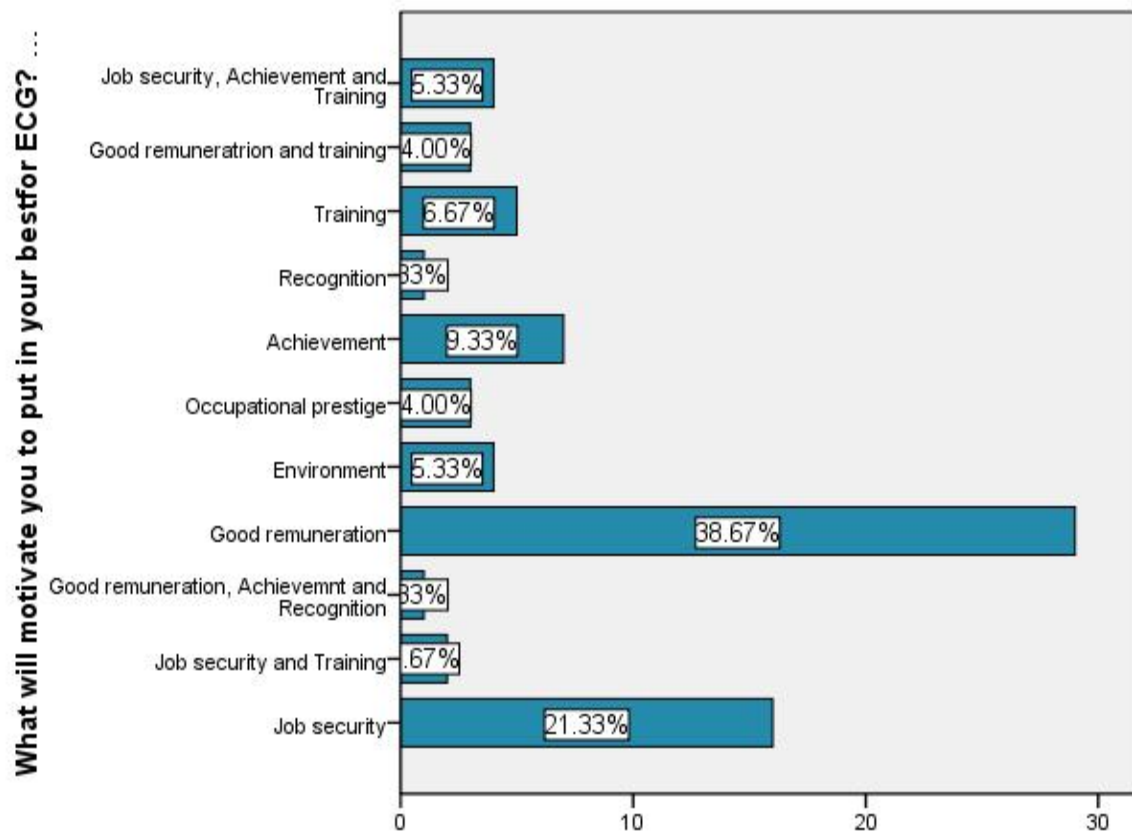
Finally, the respondents between the ages of fifty one to sixty years have worked for ECG from twenty six to thirty years.

From the analysis above, it has been realized that, most of the workers between the ages of eighteen and thirty years have worked for one to five years. The number of working years of the majority of workers (18-30years) can be attributed to their ages, education and the employment laws of Ghana which prohibits the employment of persons less than eighteen years.

4.3 Employees and the various motivational factors

The study seeks to find out the response of the individual employee on the various motivational factors that can be provided in order to get the best out of employees. This is shown by the figure below.

Fig 3: Employees' perception on motivation



From the above diagram, it can be noticed that 38.67% of the respondents answered that good remuneration will motivate them to put in their best for ECG. 20% of the respondents also said job security will motivate them to put in their best for ECG. However, 9.33% of the respondents said achievement will be what will motivate them to put up their best for ECG. 6.67% of the respondents also said that, what will motivate them to put up their best for ECG will be training.

The respondents, who chose environment, were 5.33%. Again, 5.33% said both good remuneration and training will motivate them to put in their best for ECG while another

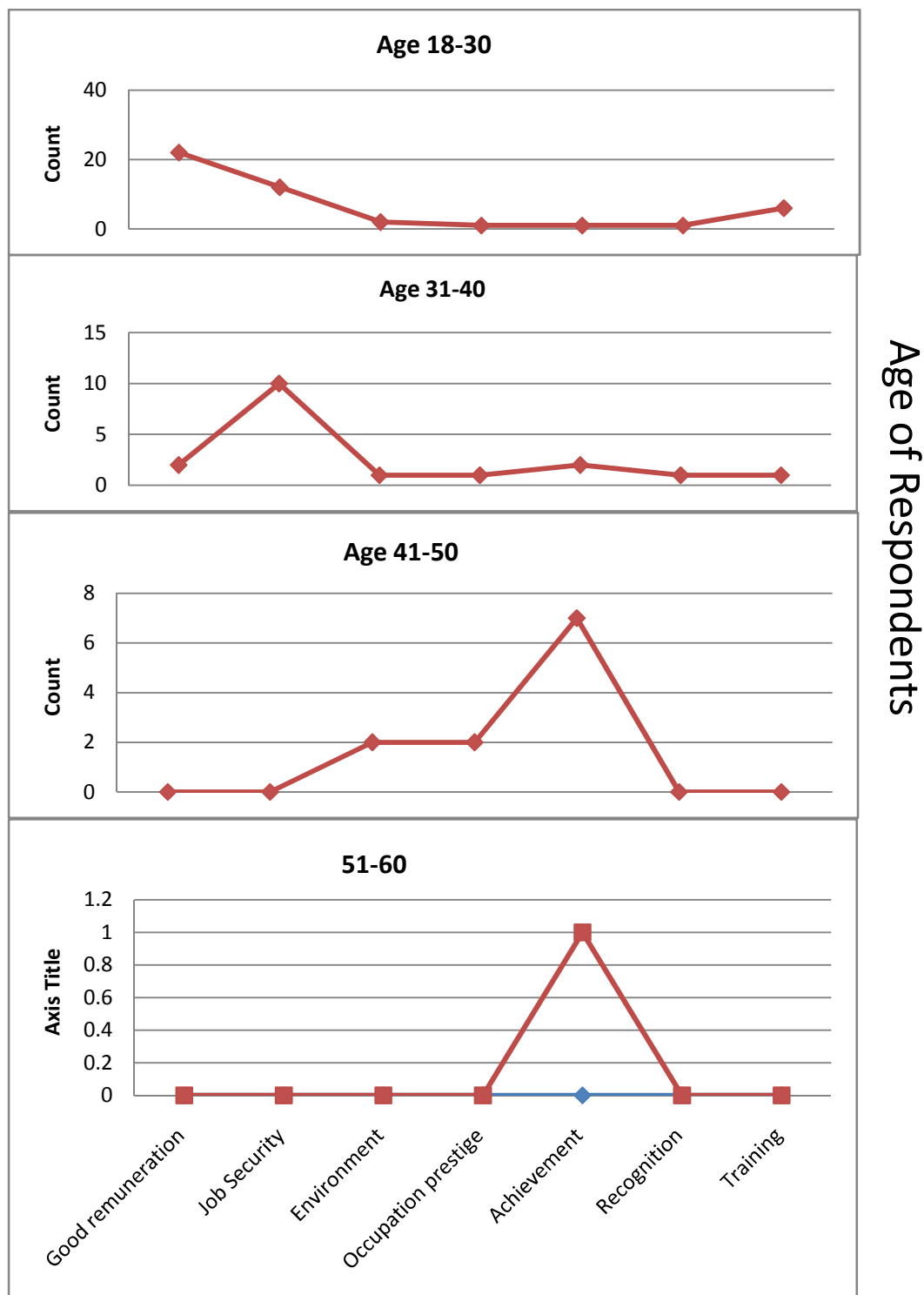
5.33% said job security, training and achievement is what will motivate them to put in their best for ECG. 4% of the respondents said they will put up their best for ECG if they attain occupational prestige while 2.07% said job security and training is what will touch them to put up their best for ECG.

Finally, while 1.3% said recognition is what will be the motivation to put up their best for ECG, another 1.3% said good remuneration, recognition and achievement is what will be the motivation.

It was found out that most of the employees chose good remuneration to be the best motivating factor which followed by job security. Some of the respondents chose more than one answer to the question (what will motivate you to put up your best for ECG?) . This shows that some people are not motivated by only one factor but a combination of factors as in Aldefer's ERG Theory which states that more than one need may be influential at the same time (Aldefer, 1969), also Herzberg Hygiene and Motivational factors such as good workings, salary and job security must be present in the job before motivators such as recognition and achievement can be used to stimulate that person. That is, you cannot use motivators until all the hygiene factors are met (Herzberg, 1966)

4.4 Views of employees on what motivates them to put up their best for ECG.

The study sets to find out what actually motivates employees of the various age groups. This is shown by the area graph below:



Source: Field Data May, 2012

On the basis of the views of employees of ECG, Ashanti West , good remuneration will best motivate most employees between eighteen and forty years to put up their best for ECG and this is closely followed by job security. This can be as a result of the fact that majority of the workers in this age group are young and starting life; therefore, they will need money to start life and a secure job to assure them of a constant source of income.

It was realized that majority of the workers between forty one and fifty years chose achievement. This can be due to the fact that they are older, probably already established and have met their lower needs (Maslow 1954) therefore will not demand good remuneration and job security but rather achievement.

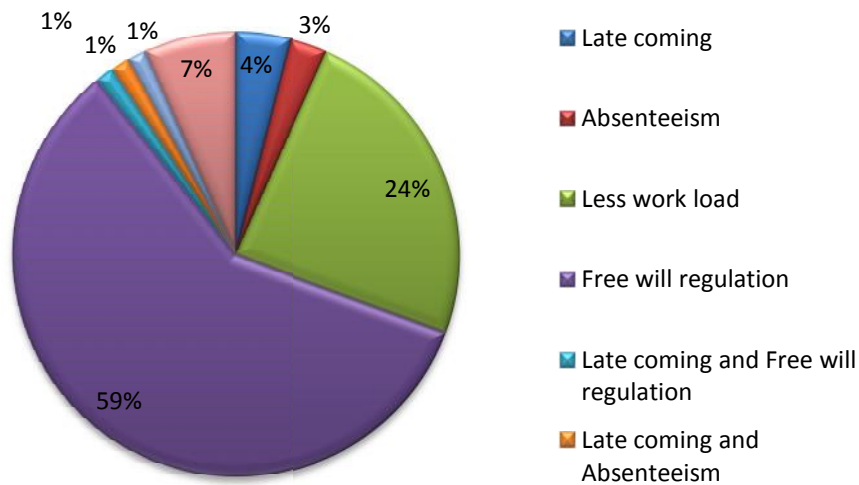
It can therefore be concluded that good remuneration will best motivate most employees between eighteen and forty years to put up their best for ECG and this is closely followed by job security. This can be as results of the fact that majority of the workers in this age group are young and starting life; therefore they will need money to start life and a secure job to assure them of a constant source of income.

It was realized that majority of the workers between forty one and fifty years chose achievement. This can be due to the fact that they are older, probably already established and have met their lower needs (Maslow, 1954) therefore will not demand good remuneration and job security but rather achievement.

4.5 Attitudes of employees if what motivates them is not provided

Questionnaires were administered to find out the responses and behaviours of respondents if they are not provided with the required motivations. This is shown by the chart below.

Fig 4: A pie chart showing the attitude of employees if what motivates them is not provided



Source: Field Data May, 2012

The above graph expresses the attitudes of employees to work if the factors that motivate them are not provided. Out of the seventy five respondents to the questionnaire, 59% of the respondents claimed their attitude towards work will be free will regulation that is representing no specific work ethics. 24% of the respondents said their attitude towards work will be less work load while 4% of the respondents claimed to come late. On absenteeism, 3% of the respondent said their attitude towards work will be to absent themselves from work. 4% of the respondents chose more than one answer while no respondent chose malingering.

It is glaring that a place where such a number of person are working with no specific ethics, work will not be done properly and if appropriate motivational factors are not applied, it will lead to poor performance and thereby productivity will not be enhanced as characterized by the study because only 5 persons representing 7% of the total claimed their attitude will not change. The 7% sample population is so scanty to influence the activities of 93% of the total respondent and therefore things will definitely not be done in their standard requirement

respectively, of the various reasons which has made employees attitude change from normal work ethics to negative working attitude, the organizational interest is jeopardized, because 7% of none, from the above graph cannot positively change or swing the employees attitude and increase performance towards enhancing productivity level of the organization requirement.

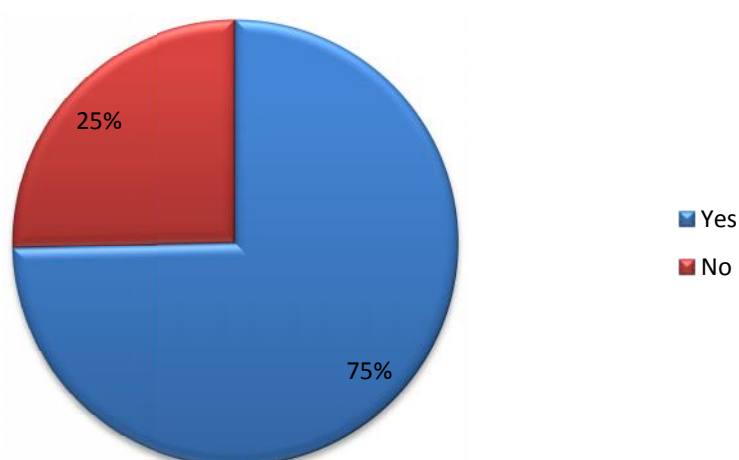
4.6 Views of employees whether they are satisfied with the job or will seek employment outside ECG, getting the opportunity

The research attempts to find out whether employees are satisfied with their current job and if they will seek for employment outside ECG when given the opportunity. Table 4.4 shows the responses of respondents who were interviewed.

Table 4.4: Are employees satisfied with the job they are doing?

Answer	No. of Respondents	Percent
Yes	57	75
No	18	25
Total	75	100

Source: Field data, May 2012



Source: Field data, May 2012

Out of the seventy five respondents, 75% said they were satisfied with their jobs while the remaining 25% said they were not satisfied with job.

Again, questionnaires were also sent to find out whether employees would leave their work or seek employment outside ECG if they are not satisfied with their work. Out of the seventy five respondents, 61% said they would seek employment outside ECG, while 33% of the respondents said they would want to remain at ECG. 5% however declined to answer. It can be concluded that, even though majority of the respondents were satisfied with their jobs, they were still willing to seek employment outside ECG. Does this mean it takes more than job satisfaction to be able to retain employees? Or perhaps is it the only choice they have at the moment and that when they get “better” employment, they will want to leave?

4.7 Link between Motivation, Performance and Productivity

Respondents were asked as to whether motivation leads to improve performance. Again questionnaire were also administered to find out if motivation enhances productivity. Table 4.7 below shows the responses of respondents to the above question.

Table 4.5: Does motivation leads to improved performance?

Answer	No. of Respondents	Percent
Yes	67	89.3
No	8	10.7
Total	75	100

Source: Field data, May 2012

Out of the seventy five respondents, 89.3% agreed that motivation leads to improved performance while 10.7% of the respondents disagreed that motivation leads to improved performance.

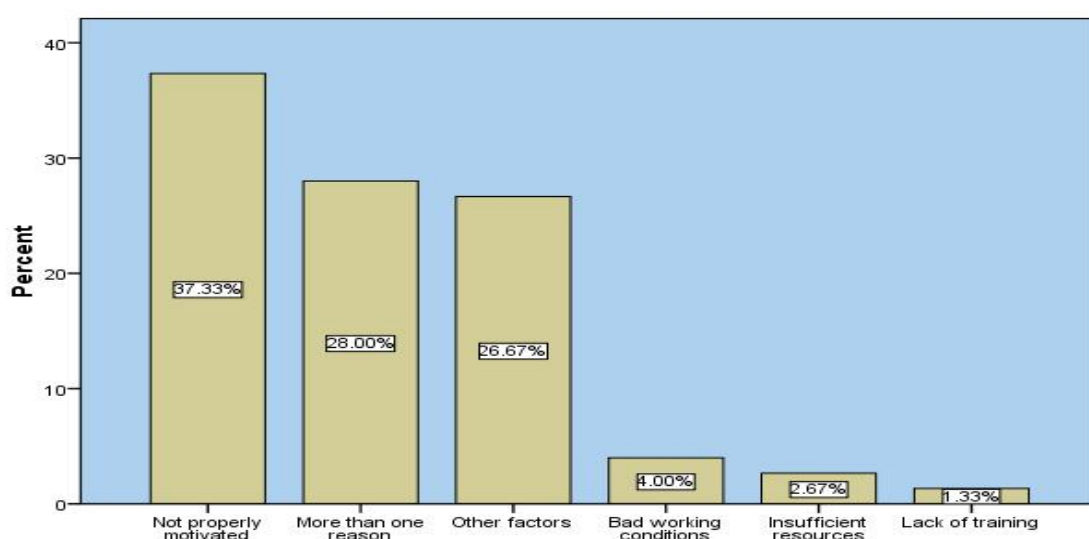
However, 93.3% of the respondents agreed that motivation enhances productivity while 6.7% of the respondents disagreed that motivation enhances productivity.

It can therefore be concluded that, when workers are adequately motivated their job performance increases and hence productivity increased. On the other hand, when employees are not adequately motivated, their job performance decreases and hence productivity decrease

4.8 Are employees performing their duties well, if not what accounts for their low performance

The study attempts to find out if employees are performing well or not on their duties. The responses of respondents are therefore indicated by the graph below.

Fig 5: A bar graph showing what employees think is responsible for their low performance on their duties



Source: Field data, May 2012

When asked the question 37.33% of the respondents said they were not properly motivated. Our definition of Motivation included; remuneration, recognition, responsibility and employment package. Out of the 75 respondents, 26.67% of the respondents suggested more than one reason for employees not performing well. These included, insufficient resources (logistical, financial and material), employees personal problems, lack of job satisfaction, inadequate remuneration, lack of on the job training, lack of supervision, poor salaries, lack of motivation, intimidation and selfishness of management. 28% of the respondents said other factors such as lack of advise, poor human relation among workers, none recognition of efforts, bad management, 4% of the respondents said bad working condition and environment was responsible for workers not performing their duties well. 2.67% of the respondents said insufficient resources (both financial and material) are the cause of non performance by workers. 1.33% of the respondents said lack of training was the cause of poor performance by the workers. Therefore from the employees' perspective, insufficient motivation is responsible for them not performing their duties well.

4.9 Analysis of the Questionnaire for the Human Resource Manager and the General Manager

From the General Manager's (GM) response, ECG has carried out past research studies on motivation of employees to improve performance and enhance productivity and is currently undertaking a research study on the topic. Also, ECG is adequately equipped to carry out its functions. Both the Human Resource Manager (HRM) and the GM agreed that training and good remuneration would motivate employees to put up their best for ECG as confirmed by most of the employees. This points the need for standard remuneration as a good motivational factor to induce employees to put up their best for ECG to achieve its objectives. However, the GM disagreed that good remuneration is a good motivation factor

than other factors of motivation while the HRM agreed. With response to what they thought will be the attitude of employees to work if what will motivate them is not provided, the GM chose less work load to be the attitude of workers if what motivates them are not in place whereas the HRM said the attitude of employees would be late coming, absenteeism or malingering. She also added that it could be any two of the above or all of the above. On the contrary, most the employees said that their attitude towards work if what motivates them was not provided will be free will regulations which have no specific work ethics. They both agreed that the organization provides a conducive work environment for learning. When asked if management knew the job of each employee very well, the HRM answered in the affirmative. While the GM said management often monitors employees, the HRM said monitoring was always done.

To confirm what the employees said was responsible for them not performing well, the HRM and the GM were asked the same question. The GM'S response to the question was poor supervision by supervisors and cultural influences. He however added that, other factors such as personal problems were included and cited an example of a lady who was employed and it was later realized that she had a mental problem which affected her performance.

In this case, should the lady be sacked or retained and giving personal assistance such as counseling? The HRM however said low level of competence and lack of training was responsible for employees not performing their duties well but on the contrary, she had earlier responded that, employees were trained after been employed and that they were also given adequate support. Does this therefore mean that the training provided to employees is not the right type of training they need or the training is not adequate?

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter summarizes the findings from the analysis, the chapter also presents recommendations aimed at solving the problems of and improving upon the existing motivation to improve performance and enhance productivity.

5.1 Summary of findings

The research was stated in the objective to establish the relativity whether motivation will improve performance and enhance productivity. If so, which of the various posited motivational factors is useful, to boost the morale of workers of ECG.

The following findings were revealed during the study;

- Both management and employees said good remuneration would be the best motivating factor which will make employees put up their best for ECG.
- Some of the respondents chose more than one factor to be the best motivating factor, meaning that some people were motivated by more than one factor.
- Employees' attitude towards work would be free will regulation if what motivates them is not provided.
- Both management and employees have different perspective of what is responsible for employees not performing their duties well.
- Though majority of the employees were satisfied with their jobs, they were still willing to seek employment outside ECG. This means that even if ECG, Ashanti-West carries out its prescribed functions to its customers, they are not performing their obligation as required by workers which has made them willing to seek employment outside the ECG.

5.2 Conclusion

Based on the survey's result, it can be concluded that there is a direct link between motivation, performance and productivity as was propounded by Victor Vroom in his expectancy theory that motivation leads to effort, performance and productivity.

When the employees of ECG Ashanti west were asked if they were satisfied with the work they do and whether they were willing to seek employment outside, most of the employees claimed to be satisfied with their jobs, but they were still willing to seek employment outside Electricity Company of Ghana. Their concerns were that after comparing their salaries and bonuses with their counterparts with the same qualifications in the other utility companies, Ghana Grid Company Limited and Volta River Authority, they could see that they are lagging in terms of salaries and bonuses. Also, the offer and demands of the organization does not commensurate with the employees source of satisfaction to make them feel motivated enough to stay.

Additionally, when the employees of ECG Ashanti West were asked what will motivate them to put up their best for the organization, it was found that most of the employees chose good remuneration to be the best motivating factor which followed by job security. Some of the respondents chose more than one answer to the question showing that some people are not motivated by only one factor but a combination of factors and therefore ECG must ensure that good remuneration and job security should be included in their motivational factors.

Moreover, when the employees of ECG, Ashanti West were asked what will be their attitude to work if what motivates them is not provided? Most of the respondents to the questionnaire claimed their attitude to work will be free will regulation, that is representing

no specific work ethics. Whiles some of the respondents also said that their attitude to work will be less work load, others claimed to come to work late. Others also said their attitude will be absenteeism.

It is therefore glaring that a place where a greater number of people working with no specific ethics, work will not be done properly and if appropriate motivational factors are not provided, it will lead to poor performance and will affect productivity as admitted by the greater number of the respondents during the research conducted.

Finally, when employees of ECG, Ashanti West were asked whether they are performing their duties well, and if not what they think could be responsible for their low performance; most of the respondents said they were not properly motivated. Others too suggested more than one reason for their low performance.

Some of their concerns included insufficient resources which they claim could be lack of logistics, financial and material. Then also employees' personal problems, lack of job satisfaction, inadequate remuneration, whiles others also said could be due to bad working conditions, intimidation and lack of on the job training.

From the employees' point of view, insufficient motivation is responsible for their low performance. This study shows that the employees of ECG, Ashanti West are willing to work and deliver quality services if their conditions of service will be given just a little boost as they deserve. It has also shown that financial consideration is not only the prime factor that influences employees of ECG, Ashanti West to perform their duties well but also other factors such as availability of resources to work with, achievement and other non financial

incentives like training and recognition by superiors has a great influence on the quality of services provided.

These have led to the following recommendations

5.3 Recommendations

Though many studies and programs have been undertaken to ensure motivation of employees to improve their performance and enhance productivity, the organization still fall short.

The points discussed below are forwarded to the management of ECG for improvement of performance and enhancement of productivity.

- Conscientious efforts should be made by management to procure the needed basic or major equipment and facilities to improve performance and enhance productivity in ECG.
- Workers arrears and salaries should be paid promptly and regularly and should be equaled to the standard pay of the job market.
- The organization should provide conducive environment for workers to accomplish their assigned task.
- Workers should be properly paid, recognized, given responsibility and an attractive employment package for successful completion of task.
- Adequate training should be given to workers when the need arises.
- Good interpersonal relationship should also be maintained in the work place.
- It is envisaged that if the above observations and recommendations made are followed by the Electricity Company of Ghana, Ashanti West and other Electricity Company of Ghana branches, their staff will be motivated to deliver the best of services to its clients.

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RESEARCH QUESTIONNAIRE FOR GENERAL MANAGER ECG, ASHANTI WEST.

INSTRUCTIONS

The following statements represent opinions and your agreement or disagreement will be determined on the basis of your particular convictions. May you please check your position on the statement that first impresses you. Kindly indicate what you believe, rather than what you should believe.

Please kindly [✓] the appropriate space provided beside each question or statement that best describe your situation. Thank you.

PERSONAL DATA

1. Sex: Male [] Female []
2. Age: 18 – 30 [] 31 – 40 [] 41 – 50 [] 51 – 60 []
3. Marital status: Married [] Single [] Divorced [] Widowed []
4. Please how long have you been working in ECG?
.....
.....
.....
5. Are employees trained after being employed?
Yes [] No []
6. How often do you monitor the performance of your employees?
a. Never b. Not often [] c. Often [] d. very often []
7. How often is performance appraisal done?
a. Never [] b. Often [] c. Very often [] Not often []
8. Do you give adequate support to your employees?
Yes [] No []
9. Does your organization provide conducive working environment for learning?
Yes [] No []
10. How quickly are employees complaints addressed?
a. Not quickly [] b. quickly [] c. with extra effort []

11. Please are employees performing their duties well, if not then what could account for their low performance?

.....
.....
.....

12. Does motivation lead to improved performance and increase productivity?

Yes [] No []

13. What do you think will motivate the employees of ECG to put up their best?

- a. Good remuneration []
- b. Achievement []
- c. Occupational prestige []
- d. Recognition []
- e. Job security []
- f. Environment []

14. Can good remuneration be the best motivating factor than the other motivational factors?

Yes [] No []

15. What would be the employees' attitude to work if no motivational factor is in place?

- | | |
|-----------------------|--------------------------------|
| a. Absenteeism [] | c. Free will regulation [] |
| b. Malingering [] | d. Less work load [] |

RESEARCH QUESTIONNAIRE FOR EMPLOYEES AT ECG-ASHANTI WEST

INSTRUCTIONS

The following statements represent opinions and your agreement or disagreement will be determined on your particular convictions. May you please check your position on the statement that first impresses you. Kindly indicate what you believe, rather than what you should believe.

Please kindly tick [√] the appropriate space provided beside each question or statement that best describe your situation. Thank you.

PERSONAL DATA

1. Sex: Male [] Female []
2. Age: 18 – 30 [] 31 – 40 [] 41 – 50 [] 51 – 60 []
3. Marital status: Married [] Single [] Divorced [] Widowed []
4. Please how long have you been working in ECG?

.....
.....

5. What will motivate you to put in your best for ECG?
 - a. Job security []
 - b. Good remuneration []
 - c. Environment []
 - d. Occupational prestige []
 - e. Achievement []
 - f. Recognition []
 - g. Training []

6. What will be employee's attitude to work if no motivational factors are in place at ECG?

- a. Late coming []
- b. Malingering []
- c. Absenteeism []
- d. Less work load []
- e. Free will Regulation []

7. Are employees performing their duties well, if not then what could account for their low performance?

.....
.....
.....

8. Does prompt payment of salary matter to you?

Yes [] No []

9. Do you personally push your life before financial claims are paid?

Yes []

No []

10. Does management practice what it preaches?

Yes []

No []

11. Would you seek employment outside ECG?

Yes []

No []

12. Have you been trained since you were employed?

Yes []

No []

13. Good remuneration is a good motivating factor

Yes []

No []

14. Do you consider your remuneration as motivating? Give reason for your

answer.....
.....

15. Does motivation lead to increased productivity?

Yes []

No []

16. Does motivation lead to improved performance?

Yes []

No []

17. Do you have the prospect of being trained in the future?

Yes []

No []

18. Does the organization provide a conducive working environment for learning?

Yes []

No []

19. Are you satisfied with the job you do?

Yes []

No []

