CHRISTIAN SERVICE UNIVERSITY COLLEGE

DEPARTMENT OF BUSINESS STUDIES

THE IMPACT OF ADEQUATE MOTIVATION ON EMPLOYEES PRODUCTIVITY

(A CASE STUDY OF THE DRIVER AND VEHICLE LICENSING AUTHORITY,

SUNYANI BRANCH)

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DECLARATION

We have read the University College's regulations relating to plagiarism and certify that this report is our own work and do not contain any unacknowledged work from any other source. We also declare that we have been under supervision for this report herein submitted.

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ABSTRACT

Motivation has been a major issue for most working organisations across the world. Industrial unrests have been rampant especially in our country Ghana.

This study was carried out to find out how adequate motivation impacts on workers' productivity.

No sampling was done in soliciting data. The entire management and staff of the Driver and Vehicle Licensing Authority, Sunyani Branch were studied using questionnaires to solicit for responses due to their small number.

The data generated in this study were analysed and the findings are discussed according to the various questions that served as a guide for the collection of data. We realized that the workers perceived all forms of motivation be it intrinsic or extrinsic. From the responses gathered, they seem to hold esteem both the monetary and non-monetary aspects of motivation.

The responses that were given to the questions in the questionnaire were to identify whether our objectives would be realized. We could see from the responses that there is clearly a relationship between motivational factors and productivity be it an intrinsic factor or an extrinsic factor.

Motivation thus, enhances workers productivity.

ACKNOWLEDGMENT

TABLE OF CONTENTS

TITLE   **PAGE**

List of Figures

List of Tables

CHAPTER ONE

1.0   INTRODUCTION

Humans are influenced by certain activities around their habitat or working environment. Our primary concern will be on the working class in the society. In fact, in every organisation employees play a very significant role in the success story of that organisation. Their commitment and untiring efforts enable the attainment of strategic goals and objectives set by their employer(s). Employees well being is therefore paramount in every organisation.

We often encounter in our print and other forms of media about workers agitating for good working conditions and salary increment which they perceive gives them a sound mind to work. These elements as agitated by workers clearly have necessitated the essence and significance of motivation to be delved into as strikes of different forms are becoming one too many.

This study was carried out at the Driver and Vehicle Licensing Authority (DVLA) Sunyani Branch to some extent, ascertain the essence and significance of motivation on employee performance.

The Driver & Vehicle Licensing Authority (DVLA) is a semi-autonomous public sector organization under the Ministry of Transportation. It was established by Act 569 of 1999 to be responsible for ensuring safety on our roads. Before the enactment of the DVLA Act, the Department was called Vehicle Examination & Licensing Division (VELD).

The entire issue of the implication of adequate motivation on workers productivity is embedded in the various theories of motivation. People are motivated by various factors at different times, according to Wilkinson et al, the first factor is the combination of the individual perceptions of the expectations other people have of them, and their own expectations of themselves. This happens because people come into work situations with various expectations.

When they arrive at the work place, they meet other people who also have expectations of them; positive individual and group expectations serve as positive motivational factors for the worker. This is why a balance must be struck as much as possible between organizational objectives and individual aspirations. The essence of this is to ensure a situation where the individual ismotivated while the organization is achieving established objectives. The second factor deals with the issue of self-images and concepts as well as life experiences and personality. These factors have to be positively motivated in the worker to yield proactive behaviour. This can be achieved through a carefully planned reward system, which is a type of reinforcement directed at modifying people behaviour. Those who occupy management positions in organisations encourage behaviour basically through the means of positive reinforcement. Positive reinforcement boosts favourable consequences that go a long way to encourage the repetition of particular behaviour.

1.1 Problem Statement

The company currently like many other organizations has had a fair share of agitations from their employees especially, those who are not at the managerial level.

Most of the workers have perceived dissatisfaction in one way or the other. Most often, employees pay much attention to the extrinsic nature of satisfaction oblivious that the intrinsic nature is also there for grasp. Due to this, their agitations are easily recurrent.

The aim of this research therefore is to find out from empirical studies whether workers, given the right incentives other than money can put in their best to contribute to the productivity and growth of the organisations to achieve the following objectives, amongst others: reduce labour turnover, increase workers productivity, redesign and put in place appropriate labour laws and

policies, eliminate or reduce industrial unrest, improve management and staff relations, create a productivity culture in the organisation.

1.2 Research Objectives

The intention of the researcher is to elicit responses from staff on their views about the implication of various motivational factors in the organisation, especially how it affect their productivity.

Answers to the following research question were sought so as to provide solutions to the problems of the study.

1. To identify any relationship between motivational factors and higher productivity for staff.

2. To know if there is any relationship between motivational factors and attitude to work.

3. To identify any relationship between intrinsic motivational factors and productivity.

1.3 Research Questions

We believe that work can be meaningful and satisfying to a given job incumbent only when it elicits and stimulates his inner motivation. To put this in proper perspective, the following research questions were asked:

a. Is there a significant relationship between motivational factors and work productivity?

b. Will the organisation perform better when the satisfaction the workers derive from doing their work outweighs the discomfort and sacrifices that are involved?

c. Do monetary incentives and rewards exert a stronger influence on workers than any form of motivational incentive?

d. Does productivity and motivation as observed in workers operate in direct proportion?

1.4 Significance of Study

The findings from this study will help to highlight those areas where there are problems among staff and thus will be of great benefit to the top management of the organisation and the policy makers.

The findings from this study would help to further highlight the likely problems of frustrations and how motivation can be used to either reduce or eliminate these problems amongst staff of the organisation.

The results from this study will help to highlight the concept of group dynamics and staff behaviour to work. Through such understanding, the administrative scope of the top management could be broadened and this would put them in a better position to review and overhaul their orientation to administration interms of better motivating staff and thus, producing better results by fully utilizing the human resources potentials available.

Finally, the findings will be useful for students who will like to pursue further research in the area of motivation.

1.5 Organisation of Work

Chapter one embeds both the introduction and background of the study of this research work, problem statement, research objectives, research questions and limitation of study.

Chapter Two deals with the literature review which would consider; The Evolution of Motivational Concepts, Abraham Maslow's Theory of Needs Hierarchy, Alderfer's Modified Theory of Needs, Herzberg's Two Factor Motivation Theory, Extrinsic Motivation and Intrinsic Motivation, Expectancy Theory and Equity Theory.

Chapter three of the research also emphasizes on the methodology employed in carrying out this particular research. It elaborates on the research tools employed and the means of selecting the required data through complete study of the population. Questionnaire design, pre-testing and its administration is not left out.

Chapter four also considers the data analysis that was carried out to explain the data gathered and make good meanings as well as effective generalizations.

Chapter five takes into consideration the summary, conclusion and recommendations made in respect to this study.

1.6 Limitation of Study

The following factors seem to pose a challenge to this research work:

a. Time has been a great burden to us due to the combination of our academic work and individual working life. We therefore could not delve deeper into other areas to uncover more ideas.

b. The financial element of moving to and fro the organisation's premises amidst our individual routes to work and home was a major challenge. This financial element also encapsulated the clerical aspect of this print out as typing and error corrections were made.

c. Inaccessibility to immediate data from workers as they were not willing to give out information for fear of losing their job if a senior management member finds out.

d. A lot of restrictions being imposed on us during the period of seeking data

CHAPTER TWO

2.0 Literature Review

Work is a vital activity, a fact that is inevitable in the life of an individual whatever form it is executed, it is an activity and source of satisfaction one's needs. An employee tries to find satisfaction in what they do and as a result the manager should be able to understand the problems faced by his workers and find a way of satisfying their needs and aspirations.

The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general consensus. Consequently, when a worker is motivated the question of poor performance and inefficiency will evidently be a minor issue in an organisation. Today managers cannot rely solely on the manipulation of pay, benefit or working conditions to encourage workers to perform effectively and efficiency. Rather, managers in organisation has top shoulder the responsibility by developing a work environment that makes use of the enormous energy that is within every person simply put it is the duty of the manager to create and develop an effective environment in which employee will be motivated to become productive members of the organisation by striving for what will bring them reward.

2.1 Origin of the Word Motivation

The word 'motivation' was originally derived from the Latin word 'movere' which means 'to move' though this could be an inadequate description for what is meant. Some definitions include that by Vroom, 1964 "a process governing choices made by persons or lower organisms among alternative forms of voluntary activity". Perhaps we can distinguish common factors to all these definitions, namely: What energizes human behaviour; what directs or channels such behaviour; and how such behaviour is maintained or sustained. And it is also possible perhaps to

say that these are the three components of motivation and each would appear a very essential part or factor in understanding human behaviour at work. From these three components we can characterize motivation as:

1. An energizing force within an individual that 'drives' him or her to behave in some ways, and environment forces that often triggers these drives.

2. Goal oriented on the part of the individual- behaviour is directed toward something (and)

3. Systems oriented – a process of feedback from the environment to the individual, which either reinforces the intensity of their drive and the direction of the energy or dissuades them from their course of action and redirects their efforts.

2.2 Intrinsic Motivation

Intrinsic motivation is defined as the doing of an activity for its inherent satisfactions rather than for some separable consequence. When an intrinsically motivated person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards. The phenomenon of intrinsic motivation was first acknowledged within experimental studies of animal behaviour, where it was discovered that many organisms engage in exploratory, playful, and curiosity-driven behaviours even in the absence of reinforcement or reward (White, 1959). These spontaneous behaviours, although clearly bestowing adaptive benefits on the organism, appear not to be done for any such instrumental reason, but rather for the positive experiences associated with exercising and extending ones capacities.

In humans, intrinsic motivation is not the only form of motivation, or even of volitional activity, but it is a pervasive and important one. From birth onward, humans, in their healthiest states, are active, inquisitive, curious, and playful creatures, displaying a ubiquitous readiness to learn and

explore, and they do not require extraneous incentives to do so. This natural motivational tendency is a critical element in cognitive, social, and physical development because it is through acting on one's inherent interests that one grows in knowledge and skills.

Although, in one sense, intrinsic motivation exists within individuals, in another sense intrinsic motivation exists in the relation between individuals and activities. People are intrinsically motivated for some activities and not others, and not everyone is intrinsically motivated for any particular task.

In part, these different definitions derive from the fact that the concept of intrinsic motivation was proposed as a critical reaction to the two behavioral theories that were dominant in empirical psychology from the 1940s to the 1960s. Specifically, because operant theory (Skinner, 1953) maintained that all behaviors are motivated by rewards (i.e., by separable consequence such as food or money), intrinsically motivated activities were said to be ones for which the reward was in the activity itself. Thus, researchers investigated what task characteristics make an activity interesting. In contrast, because learning theory (Hull, 1943) asserted that all behaviors are motivated by physiological drives (and their derivatives), intrinsically motivated activities were said to be ones that provided satisfaction of innate psychological needs. Thus, researchers explored what basic needs are satisfied by intrinsically motivated behaviors.

2.3 Extrinsic Motivation

Extrinsic motivation is a construct that pertains whenever an activity is done in order to attain some separable outcome. Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value.

There is a proposition that extrinsic motivation can vary greatly in the degree to which it is autonomous. For example, a student who does his homework only because he fears parental sanctions for not doing it is extrinsically motivated because he is doing the work in order to attain the separable outcome of avoiding sanctions. Similarly, a student who does the work because she personally believes it is valuable for her chosen career is also extrinsically motivated because she too is doing it for its instrumental value rather than because she finds it interesting. Both examples involve instrumentalities, yet the latter case entails personal endorsement and a feeling of choice, whereas the former involves mere compliance with an external control. Both represent intentional behavior, but the two types of extrinsic motivation vary in their relative autonomy (Deci & Ryan, 1985). This clearly states that, people are thus extrinsically motivated because of some surrounding factors that have a direct impact on their activities.

2.4 Process Theories of Motivation

Process theories seek to identify the sort of existing relationships among the dynamic variables, which make up motivation. They furthermore, give an insight as to the processes most workers pass through when it comes to the study of motivation in relation to performance. Many of the process theories cannot be directly linked to a single writer, but major approaches and leading writers under this heading include: Expectancy-based model – Vroom, and Porter and Lawler, Equity theory – Adams, Goal theory – Locke, Attribution theory – Heider, and Kelley.

Motivational processes from the above views, assume that there are four basic building blocks in the motivational process namely: - needs or expectation; behaviour; goals; and feedback as can be illustrated in the table below.

Figure 2.4 A Motivational Process.

```
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│  Needs or    │─────▶│  Possible    │─────▶│              │
│ Expectations │      │  behaviour   │      │    Goals     │
│              │      │              │      │              │
└──────────────┘      └──────────────┘      └──────┬───────┘
                                                   │
                      ┌──────────────┐             │
                      │              │             │
                      │   Feedback   │◀────────────┘
                      │              │
                      └──────────────┘
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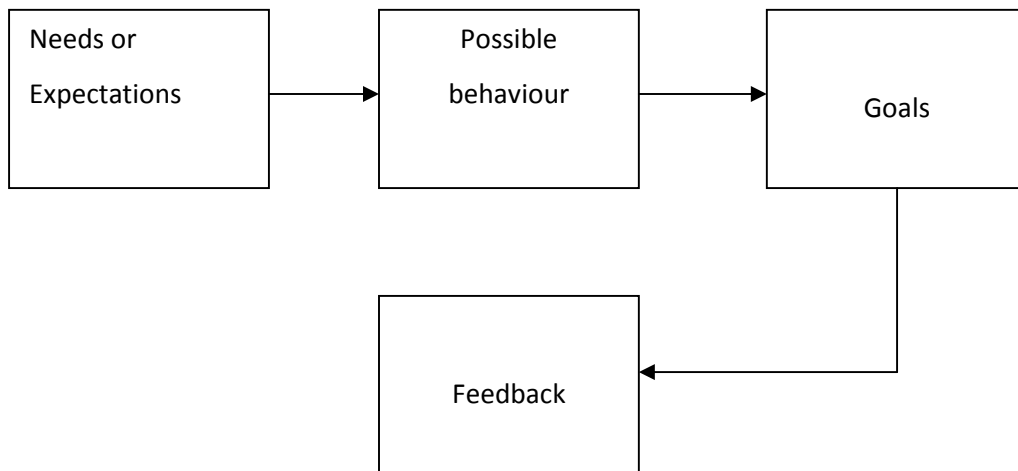
Source: Authors' elaboration, May 2012

2.5 Abraham Maslow theory

Abraham Maslow (1954) attempted to synthesize a large body of research related to human motivation, before Maslow embarked on this research, researchers generally focused separately on such factors as biology, achievement, or power to explain what energizes, directs, and sustains human behavior.

Maslow's needs hierarchy theory is one of the most popular theories of work motivation in our time but it was not always so. Though the theories were introduced in the mid 1940s and until 1950s, it remained primarily in the realm of clinical psychology where Maslow did most of his development work. Maslow instituted a hierarchy of needs which today many who study human behaviour look up to. These hierarchy of needs are thus, briefly explained below.

 (i) **Basic needs.** This focuses on the basic things individuals depend on to survive. These may include food, clothing, water and the likes for the first stage of satisfaction.

10

(ii) **Safety needs.** These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation.

(iii) **Love needs** (often referred to as social). These include affection, sense of belonging, social activities, friendships, and both the giving and receiving of love.

(iv) **Esteem needs** (sometimes referred to as ego needs). These include both self-respect and the esteem of others. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation.

(v) **Self-actualization needs**. This is the development and realization of one's full potential or capabilities. Maslow sees this as: 'what humans can be, they must be', or 'becoming everything that one is capable of becoming'.

Figure 2.5 Maslow's hierarchy of needs model
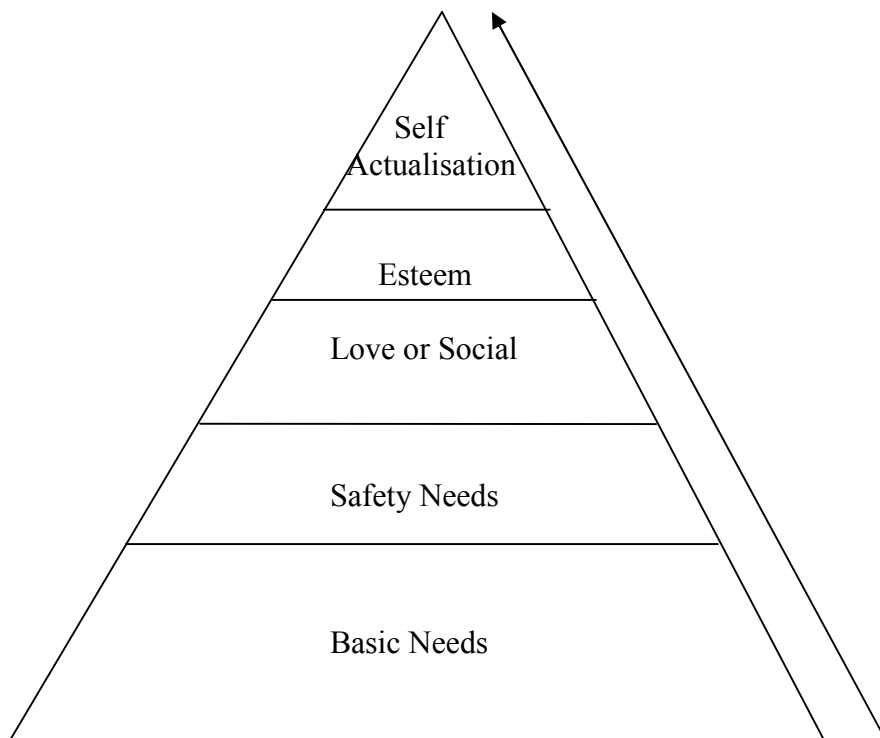
Source: Michael Armstrong (1999)

2.6 Alderfer's Modified Need Hierarchy Theory

Clay Alderfer established a modified need hierarchy theory that reduced Abraham Maslow's five levels of needs hierarchy into three levels. This model became known as the ERG theory (or Existence – Relatedness – Growth Theory). Alderfer (1969) suggests.

1. Existence Needs – are concerned with sustaining human existence and survival, and cover physiological and safety needs of a material nature.

2. Relatedness Needs – This class concerns how people relate to their surrounding social environment and includes Maslow's need for meaningful social and interpersonal relationships.

3. Growth Needs – This group are thought to be the highest need category and includes Maslow's needs for self-esteem and self-actualization. Alderfer's profound judgment on Maslow's hierarchy was that, most of the items were synonymous across certain levels and need not be treated as separate entities. Likewise Maslow, Alderfer is of the view that, a worker or individual graduates from one level to the other when the individual is satisfied with his current level and seeks to achieve a higher need.

2.7 Herzberg, and his Two-Factory Theory

Closely related to the needs theory is the Two-factor (motivation – hygiene) theory by Frederick Herzberg. Maslow's analysis was concerned with the motivation of man from birth, at work and at leisure, in the family, and in his many social groups. Herzberg, however, has concentrated on studying how Maslow's needs operate at work, in the employment situation. To Herzberg, there are two groups of needs. One group consists of company policy and administration, working

conditions, supervision, interpersonal relations, status, salary, job security and personal life. Herzberg referred to this group as "**dissatisfiers"**.

The second group of needs he termed **''satisfiers'** and they include achievement, advancement, recognition, a challenging job and growth in the job. All these relate to job content. Their existence will yield satisfaction. To Herzberg the only way an employer can motivate an employee is through 'job enrichment'.

Table 2.7.1 Relationship among Maslow, Alderfer and Herzberg theories of Motivation.

Maslow's Hierarchy of Needs	Alderfer's ERG Theory	Herzberg's Two-factor Theory
Basic	Existence	Hygiene Factors
Safety		
Love	Relatedness	Motivators
Esteem	Growth	
Self Actualisation		

From the above, they seek to ascertain the various ways by which employees get motivated that can positively enhance productivity if that is so desired by the organisation. Apart from Herzberg, the other two share the view that motivation graduates from one point to the other. Extrinsically, individuals become demotivated when they feel their level is no longer satisfying to them. This basically occurs at the initial stages of Maslow's theory. However, the intrinsic

factors from stage three of Maslow and two of Alderfer seem to be in play at every cycle of the working populace since, the basic extrinsic level is achieved quickly and dissatisfied as such.

2.8 Vroom's Expectancy Theory

Vroom was the first person to propose an expectancy theory aimed specifically at work motivation. His model is based on three key variables: valence, instrumentality and expectancy (VIE theory or expectancy/valence theory). The theory is founded on the idea that people prefer certain outcomes from their behaviour to others. They anticipate feelings of satisfaction should the perceived outcome be achieved.

The feeling about specific outcomes is termed valence. This is the attractiveness of, or preference for, a particular outcome to the individual. Vroom distinguishes valence from value. A person may desire an object but then gain little satisfaction from obtaining it. Alternatively, a person may strive to avoid an object but finds, subsequently, that it provides satisfaction. Valence is thus, the anticipated satisfaction from an outcome. This may differ substantially from value, which is the actual satisfaction provided by an outcome.

The valence of certain outcomes may be derived in their own right, but more usually, they are derived from the other outcomes to which they are expected to lead. An obvious example is money. Some people may see money as having an intrinsic worth and derive satisfaction from the actual accumulation of wealth. Most people however see money in terms of the many satisfying outcomes to which it can lead.

The valence of outcome derives, therefore, from their instrumentality. This leads to a distinction between first-level outcomes and second-level outcomes.

The **first-level** outcomes are performance-related. They prefer to the quantity of output or to the comparative level of performance. Some people may seek to perform well for self-sake and without thought to expected consequences of their actions. Usually, however, performance outcomes acquire valence because of the expectation that they will lead to other outcomes as an anticipated source of satisfaction.

The **second-level** outcomes are need-related. They are derived through achievement of first-level outcomes that is through achieving high performance. Many need-related outcomes are dependent upon actual performance rather than effort expended. People generally receive rewards for what they have achieved, rather than for effort alone or through trying hard.

2.9 Equity theory of Motivation

In the 1960s many related theories of motivation emerged that deal with social comparison processes. Such theories generally assume that an Individual's motivation is largely influenced by how the individual feels he or she is being treated compared to others around him/her. And these theories have been referred to by various names such as 'equity theory' (Adams, 1963, 1965, Weick, 1964) and 'distributive justice' or exchange theory' (Homans, 1961, Jaques, 1961, Patchen, 1961).

The general thrust of all such theories is similar and is based on an argument that a major determinant of job effort, performance and satisfaction is the degree of equity or inequity that an individual perceives in the work situation.

The degree of equity is explained in terms or a ratio of an individual's input (such as his pay) as compared with a similar ratio for a colleague or relevant 'other'.

Each of these models, however, differs in some respects from the other, but Adams (1963) formulation of the theory is about the most highly developed and heavily researched model of the social comparison of equity theory.

One major distinction between the equity theory and need theory is that whereas need theory is individual based, equity theory, places much emphasis on group influences and individual's perceptions of others. Another distinguished factor is the fact that whereas need theories focus on the identification of specific factors in the individual which determine behaviour, equity theory just as valency or expectancy theory focuses on an understanding of the processes by which behaviour is energized and sustained.

Students of motivation see the equity theory as a more dynamic approach to the study of motivationally relevant variables in a work situation. This is why Campbell et al (1970) refer to equity theory as a "process" theory while the more static need theories of Maslow and Alderfer have been called ' content theories'. One other major distinction between Equity Theory and Need theory is the fact that Equity Theory suggest that motivated behaviour depends largely on the 'perceived' situation and not necessarily on the actual sets of circumstances whereas Maslow and Alderfer saw behaviour and satisfaction.

This calls for a more dynamic approach to problem of employee motivation in an organization. The notice of equity is the major force. When there is an unequal comparison of ratios the person experiences a sense of inequity. The feeling of inequity might arise when an individual's ratio of outcomes to inputs is either less than, or greater than, that of other people. For example, Adams suggests that workers prefer equitable pay to overpayment. Workers on piece-rate incentive payment scheme who feel they are overpaid will reduce their level of productivity in order to restore equity.

A feeling of inequity causes tension, which is an unpleasant experience. The presence of inequity therefore motivates the person to remove or to reduce the level of tension and the perceived inequity. The magnitude of perceived inequity determines the level of tension. The level of tension created determines the strength of motivation. Adams identifies six broad types of possible behaviour as consequences of inequity.

1. **Changes to input -** a person may increase or decrease the level of his or her inputs, for example through the amount of quality of work, absenteeism, or working additional hours without pay.

2. **Changes to outcomes –** a person may attempt to change outcomes such as pay, working conditions, status and recognition, without changes to inputs.

3. **Cognitive distortion of inputs and outcomes –** in contrast to actual changes, people may distort, cognitively, their inputs or outcomes to achieve the same results. Adams suggests that although it is difficult for people to distort facts about themselves, it is possible, within limits, to distort the utility of those facts: for example, the belief about how hard they are really working, the relevance of a particular qualification, or what they can or cannot obtain with a given level of pay.

4. **Leaving the field –** a person may try to find a new situation with a more favourable balance, for example, by absenteeism, request for a transfer, resigning from a job or from the organization altogether.

5. **Acting on others –** a person may attempt to bring about changes in others, for example is lower their inputs or accept greater outcomes. Or the person may cognitively distort the inputs and outcomes of others. Alternatively, a person may try to force others to leave the field.

6. **Changing the object of comparison** – this involves changing the reference group with whom comparison is made. For example, where another person with a previous similar outcome – input ratio receives greater outcomes without any apparent increase in contribution, that other person may be perceived as now belonging to a different level in the organizational structure. The comparison need not necessarily be made with people who have the same inputs and outcomes. The important thing is a similar ratio of outcomes to inputs. The manager may seek to remove or reduce tension and perceived inequity among staff by influencing these types of behaviour, for example by attempting to change a person's inputs or encouraging a different object of comparison.

However, there are likely to be only two courses of action under the direct control of the manager. Outcomes can be changed by for example increased pay, additional perks or improved working conditions; or by instigating a person leaving the field through transfer, resignation or, as an extreme measure, dismissal.

CHAPTER THREE

3.0 Methodology of Research

The data collection method that was employed in carrying about this study was the use of questionnaires.

3.1 Design of Study

This study sets out to identify problems and make an appraisal.

3.2 The Study Population

The entire staff members of the Driver and Vehicle Licensing Authority (DVLA) Sunyani Branch, constituted the population of this study. The population of the study was twenty (20). See Table 3.2.1

Table 3.2.1 Respondent population

Category of staff	Number of staff
Management	3
Employees	17
TOTAL	**20**

Source: Field work, May 2012

The management and staff are all represented. The staff included National Service Personnel and students undertaking industrial attachments and permanent workers under the establishment.

3.3 Sampling

No sample was taken for the study due to the small number of employees in the establishment.

3.4 Sources of Data

Data relevant to the study was solicited for our study. The data sources include:

a. Primary source: field work by means of responses from questionnaires.

b. Secondary source: information from the internet and the library.

3.5 Data Collection Instruments

The data collection instrument that will be employed in this study is the use of structured questionnaires. The questions that will be asked are all closed ended questionnaires

3.6 Pre-testing of the Questionnaire.

Pre-testing of the questionnaire will be carried out to see how the questionnaire would work out and whether changes would be necessary before the start of the full-scale study. It would afford us the opportunity of foreseeing the language problem in the questionnaire for the junior grade and therefore lead to the modification in language as well as if possible the provision for interpreters to administer the questionnaires when it is finally administered. The people used for the pretesting exercise would be similar in grade and characteristics to those who will eventually be sampled in the final study.

3.7 Administration of questionnaire

A total of 20 questionnaires are expected to be retrieved after they have been administered. All filled and returned questionnaires will be picked for analytical purposes. This is to give a true reflection of the situation with regards to motivation.

The questionnaires collected from the respondents will be used for the analysis.

In designing the questionnaire, we will follow the following procedure:

1. Deciding what information should be sought;

2. Deciding what type of questionnaire should be used;

3. First draft of the questionnaire; and

4. Editing the questionnaire and specifying procedures for its use.

Consequently, care will be taken to ensure that the information collected on implication of adequate motivation and workers productivity, for example will be relevant to the subject under consideration and that the response received to each question is the type being elicited.

3.8 Data Analysis

The data will be analysed using the Statistical Package for Social Sciences (SPSS) software. This would afford us the opportunity to make inferences to the data collected.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Presentation of Findings

This chapter encompasses the presentation of the data that has been gathered via the pre-designed and administered questionnaire, which is the major research tool in this research work. Data will be presented in the form of tables throughout this research work. This is to make the work easily readable, simple and understandable. As part of the study, the researchers wanted to find out the gender balance of the respondents. In relation to this, question 1 on the questionnaire solicited for the data. The responses received are tabulated below.

Table 4.1 Gender of all employees at DVLA

Sex	Number	Percentage (%) of respondents
Male	14	70
Female	6	30
Total	20	100

Source: Field work, May 2012

There are fourteen (14) males who constitute 70% percent of the respondents and six (6) females who constitute 30% of the respondents in the establishment that participated in the study. It included both management and staff. This means that more males participated in the study than females.

Age plays an important role in determining the motivational needs of the individual. In relation to this view question 2 on the questionnaire received responses relating to age and are thus, tabulated below.

Table 4.2 Age range of all employees at DVLA

Age (Range)	Number	Percentage (%) of respondents
20 – 25	6	30
26 – 30	4	20
31 - 35	3	15
35 – 36	3	15
40 and above	4	20
Table	20	100

Source: Field work, May 2012

The table above gives the age distribution of the workers in the establishment. There seem to be more young workers especially at the range of 20 – 25 who constitute 30% of the respondents. They mostly constitute students undertaking industrial attachment and also those serving their mandatory national service.

It is not every establishment that sees motivation as important especially in our part of the world where knowledge in human resource is minimal. People may believe that naturally, employees are lazy and do not want to work but want to receive rewards. Question 1 in Part II of the questionnaire provided perceptions from both management and staff on the importance of motivation in business. The table below provides the responses.

Table 4.3 Employees perception on motivation

Employees perception	Number	Percentage (%) of respondents
Strongly Agree	16	80
Agree	4	20
Undecided	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	20	100

Source: Field work, May 2012

Both management and staff perceive that motivation is important in business for higher productivity. It could be read from the above table that, 16 (80%) of the respondents affirm this, whiles 4 (20%) agree that motivation is important.

Motivation does not always need to be extrinsic. Sometimes, management's co-operation with staff can serve as intrinsic motivation for staff to put in their best in the execution of their duties. Question 2 in Part II of the questionnaire sent out provided the following responses tabulated in Table 4.4 below.

Table 4.4 Management and staff view of Chief Executive's cooperation with staff

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	11	55
Agree	9	45
Undecided	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	20	100

Source: Field work, May 2012

Both management and staff attest to the fact that, the Chief Executive Officer cooperates with staff to enhance productivity. Our checks revealed that, 11 (55%) of the respondents strongly agree and 9 (45%) also agree. This really signifies the essence of cooperation among all and sundry in the organisation.

Supervision has always been a bone of contention for most individuals working. Some perceive they can work with or without supervision and others do not need supervision at all. Question 3 in Part II received responses relating to supervision and Table 4.5 below presents the findings.

Table 4.5 Employees view on little or no supervision

Employees view	Number	Percentage (%) of respondents
Strongly Agree	1	5
Agree	6	30
Undecided	4	20
Disagree	7	35
Strongly Disagree	2	10
Total	20	100

Source: Field work, May 2012

From the table above, little or no supervision seems to be a major challenge among employees. Whiles 7 (35%) of the respondents disagree that workers put in their best when placed on little or no supervision, 6 (30%) of the respondents agree to the statement. 4 (20%) of the respondents were undecided. This therefore means that, the element of supervision among employees needs to be greatly looked into.

Fat salaries are always desired by virtually all workers in order for them to fulfill their needs and live a desired life. Do these fat salaries motivate workers? Table 4.6 below, provides the responses to Question 4 in Part II of the questionnaire.

Table 4.6 Management and staff view on fat salaries

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	1	5
Agree	9	45
Undecided	6	30
Disagree	3	15
Strongly Disagree	1	5
Total	20	100

Source: Field work, May 2012

It can be seen that 9 (45%) of the respondents agree to the notion that fat salaries are best tools in motivating employees. However, 6 (30%) of the respondents are undecided and a small percentage from the table, also disagree. During probing into this question we found out that, most of the intentions supporting fat salaries were to satisfy most of their basic needs like clothing, food and shelter. Since these are basic needs as stipulated by Abraham Maslow in his hierarchy of needs theory, employees desired that satisfaction in earnest.

Workers after they have been rewarded mostly put in more effort in undertaking their duties. This perception might be due to the fact that, they feel they have been adequately motivated. It is often not the case with all individual workers. Table 4.7 below provides responses from question 5 in Part II of the questionnaire.

Table 4.7 Management and staff view on positive impact of adequate motivation

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	15	75
Agree	4	20
Undecided	1	5
Disagree	0	0
Strongly Disagree	0	0
Total	20	100

Source: Field work, May 2012

The table is without doubt affirming that, well motivated staff have positive attitude to work. However, the well motivation is not solely on monetary returns alone. It encompasses both monetary and non-monetary returns. 15 (75%) of the respondents strongly agree whiles 4 (20%) of the respondents also agree.

Workers often form labour unions or join welfare groups in order to protect their interest and not be exploited by their employers. They feel that their welfare should be a paramount issue of concern to top management. Question 6 of Part II of the questionnaire provided responses to views on workers' welfare by both management and staff. The responses are thus, tabulated in Table 4.8 below.

Table 4.8 Management and staff view on workers' welfare

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	15	75
Agree	4	20
Undecided	1	5
Disagree	0	0
Strongly Disagree	0	0
Total	20	100

Source: Field work, May 2012

From the table above, 10 (50%) of the respondents are of the view that workers' welfare should be a paramount concern to top management. 9 (45%) of the respondents also strongly agree. This therefore brings to fore that; workers' welfare is among the essential tools for higher productivity.

Physical benefits are mostly desired by workers to psychologically relieve them off their stress and other social burdens. Hospitals, staff quarters, etc. are all kinds of physical benefits most workers would want their employers to provide. Their presence often has a positive impact on workers' productivity due to the burden relief it presents. Table 4.9 below shows how management and staff perceive physical benefits.

Table 4.9 Management and staff perception on physical benefits

Management and staff perception	Number	Percentage (%) of respondents
Strongly Agree	5	25
Agree	12	60
Undecided	0	0
Disagree	1	5
Strongly Disagree	2	10
Total	20	100

Source: Field work, May 2012

The table above also shows what both management and staff desire as far as physical benefits are concerned. It is however, vivid that 12 (60%) of the respondents agree. When this question was put to both management and staff, they seem to appreciate it as some even cited examples by other governmental organisations enjoying such benefits.

There are instances where some workers in some establishments still put in their best even without extrinsic motivation or better still some intrinsic motivational factors. Question 8 in the questionnaire solicited the following views as tabulated in Table 4.10 below.

Table 4.10 Management and staff perception on no motivation

Management and staff perception	Number	Percentage (%) of respondents
Strongly Agree	1	5
Agree	13	65
Undecided	2	10
Disagree	3	15
Strongly Disagree	1	5
Total	20	100

Source: Field work, May 2012

13 (65%) of the respondents believe that without motivation some workers still put in their best. A small fraction disagrees but, that is always the case among employees or in any human institution.

Some workers will still perform well even if their salary is delayed and others will never succumb to that. Question 9 in Part II of the questionnaire received the following responses as stipulated in Table 4.11 below.

Table 4.11 Management and staff on salary delay

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	2	10
Agree	1	5
Undecided	0	0
Disagree	15	75
Strongly Disagree	2	10
Total	20	100

Source: Field work, May 2012

Salaries delays have always been an igniting element in most industrial unrests. The table above shows that 15 (75%) of the respondents disagree that workers will still perform well. Salaries therefore play a major role in enhancing productivity.

Sometimes, most individuals think that the only way to bring out the best in workers is through monetary rewards only. In order to find out if this is truly a motivational factor, question 10 was asked of the respondents and their responses are tabulated in Table 4.12 below.

Table 4.12 Management and staff on monetary rewards

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	10	50
Agree	1	5
Undecided	1	5
Disagree	6	30
Strongly Disagree	2	10
Total	20	100

Source: Field work, May 2012

Workers perceive more of monetary rewards as 10 (50%) of the respondents strongly agree in the organisation. This also draws our attention to the fact that, in some earlier questions the workers also wanted more of other benefits as well. Although a small proportion disagrees, thus, 6 (30%) further checks need to be considered.

It is a norm in most organisations that, festivities be marked with a party as a means of appreciation to workers contribution to the organization. This appreciation thus, can serve as a motivational factor to keep the commitment of the workers in working in the organisation most often. Table 4.13 below is the responses received from the workers of DVLA regarding this perception.

Table 4.13 Management and staff perception on festivities

Management and staff perception	Number	Percentage (%) of respondents
Strongly Agree	1	5
Agree	16	80
Undecided	0	0
Disagree	2	10
Strongly Disagree	1	5
Total	20	100

Source: Field work, May 2012

Workers agree that the organisation of festive events relieve them off to some appreciable extent work related stress. This rejuvenates them to continue their work. From the table above, 16 (80%) of the respondents agree to this.

Like question 2 in Part II above, interpersonal relationship between management and staff should be encouraged to provide organizational harmony. Table 4.14 below provides the responses to question 12 regarding interpersonal relationship.

Table 4.14 Management and staff view on interpersonal relationship

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	11	55
Agree	7	35
Undecided	2	10
Disagree	0	0
Strongly Disagree	0	0
Total	20	100

Source: Field work, May 2012

From the table above, interpersonal relationship among staff and management should be greatly encouraged as both parties attested to it. Workers perceive that if this so happens, the cordiality psyches them into giving off their best as there is a minimum amount of fear in carrying about their duties. 11 (55%) of the respondents strongly agree whiles, 7 (35%) of the respondents agree.

Recreational facilities unlike the ones in public parks can be provided by employers for their employees for usage in the event of break or during statutory public holidays. These like physical benefits are stress relieving and have the tendency of motivating workers. The table 4.15 below shows the responses received to question 13.

Table 4.15 Management and staff view on recreational facilities

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	2	10
Agree	12	60
Undecided	1	5
Disagree	4	20
Strongly Disagree	1	5
Total	20	100

Source: Field work, May 2012

12 (60%) of the respondents affirm that recreational facilities are important in every organisation. This supports the earlier question on festivities. These are all stress relieving activities which can greatly enhance productivity.

Rewarding good work and excellence is of great concern to virtually all workers as it makes them feel part of the organisation. The Table 4.16 below is the responses to question 14

Table 4.16 Management and staff view on rewarding excellence

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	8	40
Agree	12	60
Undecided	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	20	100

Source: Field work, May 2012

From the table above, both management and staff agree to the fact that rewarding good performance and excellence is worthwhile. 12 (60%) of the respondents agree and 8 (40%) strongly agree.

Like above, Table 4.17 below explains or seek to find out whether recognition of good work and excellence can contribute to mere excellence and healthy competition. This is in relation to question 15.

Table 4.17 Management and staff view on recognition and healthy competition

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	8	40
Agree	10	50
Undecided	1	5
Disagree	0	0
Strongly Disagree	1	5
Total	20	100

Source: Field work, May 2012

Healthy competition in organisations enhances productivity and both management and staff are of the view that its recognition is vital. A combination of those respondents who agree are 18 (90%) from the table above.

It is the fundamental duty of an employer to provide working facilities for his employees for them to work best. This view was to be established if responses were given by workers and both staff and management of DVLA have responded to question 16 in the Table 4.18 below.

Table 4.18 Management and staff view on availability of facilities

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	11	55
Agree	8	40
Undecided	0	0
Disagree	0	0
Strongly Disagree	1	5
Total	20	100

Source: Field work, May 2012

From the above table, majority of management and staff that constitute 19 (95%) of the respondents agree that workers work best when there are requisite facilities available.

In every establishment, challenges are encountered on the job. Does this affect the working attitude as a motivational factor? Responses to question 17 are tabulated in Table 4.19 below.

Table 4.19 Management and staff view on job challenges

Management and staff view	Number	Percentage (%) of respondents
Strongly Agree	5	25
Agree	10	50
Undecided	0	0
Disagree	5	25
Strongly Disagree	0	0
Total	20	100

Source: Field work, May 2012

From the table above, challenges whatever form it takes affects the working attitude of employees as 10 (50%) of the respondents agree and the remainder among those who strongly agree and disagree, 5 (25%) of respondents respectively.

4.1 Discussion of Results

The purpose of this study as earlier stated in the first chapter is:

1. To identify any relationship between motivational factors and higher productivity for staff.

2. To know if there is any relationship between motivational factors and attitude to work.

3. To identify any relationship between intrinsic motivational factors and productivity.

The data generated in this study were analysed and the findings are discussed under this heading according to the various questions that served as a guide for the collection of data.

In relating the questions to the first objective, research questions 7, 9 and 11 were randomly selected. With regards to question7, thus, Hospitals, staff clubs, staff quarters are important if a worker must perform well, 12 of the respondents which constitute 60% agreed to the notion. 5 respondents (25%) however, disagreed. This gives a notion that, there is truly a significant relationship between motivational factors and high productivity from workers. If such motivational factors although not monetary are instituted, workers will increase their productivity immensely. In relating question 9 to the objective, 15 (75%) of the respondents strongly disagree to the fact that workers will perform well even if their salary is delayed. This is an indication that workers salary is a prime concern if high productivity is desired. Withholding or delaying their salary is really a demotivating factor. 16 (80%) of the respondents agree to

question 11 which talks about Christmas/Easter/Sallah/End of Year parties encourage staff performance.

With the second objective, questions 3, 5 and 8 were randomly selected. With question 3, 7 (35%) of the respondents disagree that, workers put in their best when they are placed on little or no supervision. However, 6 (30%) also agree. This makes the concept of supervision very dicey. Therefore, the nature of the job will require a corresponding amount of supervision. If every task performed by workers is valued accurately, supervision can be accorded duly. Supervision thus, affects attitude to work. With question 5, 15 (75%) of the respondents strongly agree to the fact that, well motivated staff have a positive attitude to work. The bone of contention then is, how well is well? Question 8 also has 13 (65%) of the respondents who agree that even without motivation, some workers will still put in their best. Thus, without motivation (extrinsic) which is clear in the minds of most workers, they are oblivious to the fact that they are intrinsically motivated that is why they continue to give in their best in the absence of motivation. This therefore will lead us to our third objective of intrinsic motivational factors.

In assessing this objective, questions 13 and 15 were randomly selected. With question 13, 12 (60%) agree that recreational facilities are important in every organisation. These recreational facilities intrinsically motivate workers and help reduce psychological stress which can drastically enhance productivity. Question 15 also has 10 (50%) of the respondents who agree and (40%) who strongly agree that recognition of good work and excellence can contribute to more excellence and healthy competition. This needs no further explanation that workers perceive recognition for good work done. Recognition being an intrinsic motivational factor enhances productivity.

CHAPTER FIVE

5.0 Introduction

This chapter brings to fore, the summary of findings from the research conducted and also the conclusions drawn from the analysis and recommendations made in regard to future research.

5.1 Summary of findings

In this sub-heading efforts are made to sum up the discussions of the data collected in the previous chapter. It is revealed now that motivation is a key element in workers' productivity. Motivational factors, be it extrinsic or intrinsic plays a significant role in the enhancement of productivity. However, care should be taken by management members not to always stick to the extrinsic forms of motivation for their workers as the intrinsic motivational factors are very significant. In the data analysis, it was evident that not only monetary rewards can bring out the best in workers.

Workers attitude to work is without doubt affected by motivational factors and the Driver and Vehicle Licensing Authority, Sunyani Branch is no exception. If the principles in the branch is similar to all their other branches, then, management should pay attention to motivational factors and workers attitude.

5.2 Conclusion

The motivational theories explained in chapter two as part of the literature review, elaborates workers perception and how they are motivated. Motivations in a developing country like Ghana always perceive the extrinsic motivational factors as need satisfiers. From the responses given, if

the basic needs are satisfied as in Maslow's hierarchy of needs theory and Alderfer's modified theory of needs, workers proceed to the next level or stage of motivation. Gradually, the concept of intrinsic motivation emerges and that of extrinsic motivation sinks into oblivion.

The responses that were given to the questions in the questionnaire were to identify whether our objectives would be realized.

With the first objective, we could see from the responses that there is clearly a relationship between motivational factors and productivity be it an intrinsic factor or an extrinsic factor.

It was also realized through our second objective that working attitude is affected by challenges in the job. The challenge could be physical or abstract. The responses received vividly show that there is a relationship between motivational factors be it intrinsic or extrinsic to working attitude.

From the above responses relating to the objectives, the third objective was also achieved and it was realized that there is a significant relationship between intrinsic motivational factors and productivity.

Motivation thus, enhances workers productivity.

5.3 Recommendation

It is recommended that employers take the aspect of motivation serious in their respective organisations as they enhance productivity. An appropriate blend of monetary and non-monetary rewards can bring out the best in employees.

Also, workers should be educated on the essence of intrinsic motivation as they seem to want anything be it money or whatever.

Again, a further study is recommended in areas such as:

1. The impact of intrinsic motivation on employees productivity.

2. The effects of intrinsic motivation and extrinsic motivation in workers attitude to work.

Furthermore, researchers should conduct future studies between private organisations and or public organisations with a larger workforce to find out the impact of motivation on employees productivity as the organisational cultures are often different.

Finally, researchers should take their time to probe questions to the respondents or enumerators who will solicit the data collection in order to come out with realistic data to aid in generalisation of the findings.

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QUESTIONNAIRE FOR EMPLOYEES

I am a Bachelor of Business Administration Student of Christian Service University College, Kumasi. My research group is carrying out a study on the topic: 'THE IMPACT OF ADEQUATE MOTIVATION ON WORKERS' PRODUCTIVITY IN AN ORGANISATION'.

The purpose of this questionnaire is to collect relevant data to compliment this research work.

Your accurate response and cooperation is highly solicited.

Each data you supply will be treated with utmost confidentiality.

Thank you.

(*Please tick where appropriate*)

PART I

1. Sex: Male [   ]   Female [   ]

2. Age: ....

3. Educational Qualification:

Primary/ Basic [   ]

S.S.S.C.E / W.A.S.S.C.E / Equivalent [   ]

BSc/HND [   ]

MBA/MSc [   ]

4. Staff Category:

Management [   ]

Senior [   ]

Junior [   ]

National Service [   ]

PART II (*please tick where appropriate***)**

Questions	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
1. Motivation is important in business					
2. It is important that the Chief Executive Officer cooperates with Staff.					
3. Workers put in their best when they are placed on little or no supervision at all.					
4. Fat salaries are the best tools with which to motivate workers.					
5. Well-motivated staffs have a positive attitude towards work.					
6. Workers' welfare should be a paramount issue of concern to top management.					

Questions	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
7. Hospitals, staff clubs, staff quarters etc are important if a worker must perform well.					
8. Even without motivation, some workers still put in their best.					
9. Workers will still perform well even if their salary is delayed.					
10. Only monetary rewards can bring out the best in workers.					
11. The organisation of Christmas/Easter/Sallah/ End of Year Parties is good and helps to encourage staff performance					

Questions	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
12. Interpersonal relationship between top management and staff should be encouraged					
13. Recreational facilities are important in every organisation.					
14. It is worthwhile to reward good work and excellence.					
15. Recognition of good work and excellence can contribute to more excellence and healthy competition.					
16. Staff work best when equipment and facilities are provided					
17. Working attitude is affected by the challenges encountered on the job.					

APPENDIX II

QUESTIONNAIRE FOR MANAGEMENT

I am a Bachelor of Business Administration Student of Christian Service University College, Kumasi. My research group is carrying out a study on the topic: 'THE IMPACT OF ADEQUATE MOTIVATION ON WORKERS' PRODUCTIVITY IN AN ORGANISATION'.

The purpose of this questionnaire is to collect relevant data to compliment this research work.

Your accurate response and cooperation is highly solicited.

Each data you supply will be treated with utmost confidentiality.

Thank you.

(*Please tick where appropriate)*

PART I

1. Sex: Male [   ]   Female [   ]

2. Age: ....

3. Educational Qualification:

BSc/HND [   ]

MBA/MSc [   ]

4. Staff Category:

Management [   ]

PART II (please *tick where appropriate***)**

Questions	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
1. Motivation is important in business					
2. It is important that the Chief Executive Officer cooperates with Staff.					
3. Workers put in their best when they are placed on little or no supervision at all.					
4. Fat salaries are the best tools with which to motivate workers.					
5. Well-motivated staffs have a positive attitude towards work.					
6. Workers' welfare should be a paramount issue of concern to top management.					

Questions	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
7. Hospitals, staff clubs, staff quarters etc are important if a worker must perform well.					
8. Even without motivation, some workers still put in their best.					
9. Workers will still perform well even if their salary is delayed.					
10. Only monetary rewards can bring out the best in workers.					
11. The organisation of Christmas/Easter/Sallah/ End of Year Parties is good and helps to encourage staff performance					

Questions	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
12. Interpersonal relationship between top management and staff should be encouraged					
13. Recreational facilities are important in every organisation.					
14. It is worthwhile to reward good work and excellence.					
15. Recognition of good work and excellence can contribute to more excellence and healthy competition.					
16. Staff work best when equipment and facilities are provided					
17. Working attitude is affected by the challenges encountered on the job.					