CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

MOTIVATION AND ITS EFFECTS ON EMPLOYEES PERFORMANCE

(A CASE STUDY AT THE LANDS COMMISSION IN KUMASI).

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A PROJECT WORK PRESENTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A BACHELOR OF BUSINESS ADMINISTRATION (BACHELOR OF BUSINESS HUMAN RESOURCE OPTION)  

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STATEMENT OF AUTHENTICITY

We hereby declare that this project work is solely of our own original research and that apart from quotations that have been acknowledged, no part of it has been presented in this institution or else where

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ABSTRACT

Employers all over the world continually seek means of improving the way they do things to increase productivity. One way which corporate entities strategically undertakes to improve performance and thereby increases productivity is through payment of appreciable salaries to workers. This study was conducted at lands commission in Kumasi to find out from employee how motivation could affect their performance to ensure increase productivity.

The analysis and findings revealed that employee expectations could be met by employers by providing answers to their intrinsic motivational need in addition to paying appreciable salary. Some of the intrinsic factors that majority of employee expect from their employers are to be respected and recognized by employers as partners in objectives achievement as well as their needs for good working conditions.

The researchers after the study recommended to employers and managements of corporate bodies to work towards motivating their employees financially and non-financially. We also therefore recommended to employers to organize periodic durbars to enable management interact with employee to know their needs. It is the belief of the researchers that employers in studying this document could make efforts to motivate their employees intrinsically and extrinsically to ensure increased productivity in the organization.
ACKNOWLEDGEMENT

It is quite natural that no academic and research work of this nature can be successfully accomplished without the least form of assistance and contribution from any quarter. We have realized the logic in this notion and magnitude of the assignment relied on certain personalities to produce this work.

We are grateful to Mrs. Evelyn Owusu Frempong of Department of Business studies, Christian Service University College, our supervisor for the useful suggestions and contributions and the pains to read through the original manuscript.

The financial and moral support offered by our parents and spouses need a word of recommendation. The list of contributors is so comprehensive that, we cannot mention their names here, and we say big thanks to them all. We would finally gives thanks to the Almighty God for granting us great guidance, energy, wisdom and the academic intellect, which enabled us to accomplish this tedious work.
DEDICATION

This piece of academic work is dedicated to the Almighty God for his guidance and protection throughout the undertaken of this project work.

It is also dedicated to our loved ones especially to our parents and spouses for their moral, prayers and financial support.

Our lectures and all those who contributed in one way or the other to make this work a success.
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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Motivation is the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action (Richard L. Daft, Martyn Kendrick, Natalia Vershinina 2008). Employee motivation affects productivity, and part of a manager’s job is to channel motivation toward the accomplishment of organizational goals. The study of motivation helps managers understand what prompt people to initiate action, what influence their choice of action, and why they persist in that action over time. People have basic needs for food, achievement or monetary gain that translate into an internal aspiration that motivates specific behaviors’ with which to fulfill the need. To the extent that the behavior is successful, the person is rewarded in the sense that the need is satisfied. The reward also informs the person that the behavior was appropriate and can be used again in the future.

Motivation can lead to behavior that reflects high performance within organization. Studies have shown that high employee motivation goes hand-in-hand with high organizational performance. Managers can use motivation theory to help satisfy employee’s needs and simultaneously encourage high work performance.

Additionally, When looking at factors that affect job satisfaction, we find that Agency theory might be helpful as it explains the extent to which organizations need to think of their human resource responsible in producing the output needed by organizations to meet shareholders value. Agency theory is concerned with issues related to the
ownership of the firm when that ownership is separated from the day-to-day running of the organization. It assumes that in all but owner-managed organizations, the owner or owners is known in agency theory as the “principal” of an organization must vest authority to an “agent”-corporate management to act on their behalf. Harrison R and Kesselsj.(2004, Pp25-26) the principal recognizes the risk, here and act on the assumption that any agent will look to serve its own as well as the principal interests as it fulfils it contract with that principal. However, this is not the situation in real life situation. As all agents are perceived to be opportunistic (Williamson, 1985; Seth and Thomas, 1994). These approaches to examining the problems of human exchange derived from the field of finance and economics but they are often applied to the study of shareholders risk management (SHRM) (Harrel-Cook and Ferris, 1997). Agency theory is therefore used to analyze this conflict of interest between the principal (Shareholders of organizations) and their agents( leaders of these organizational goals turn to use financial motivational aspects like bonuses , higher payrolls, pensions, sick allowances, risk payments, perks to reward and retained their employees and enhance their performance. There is a strong lobby propounding the view that human resource and their management are the source of competitive advantage for the business, rather than, say, access to capital or use of technology. It is therefore logical to suggest that, attention needs to be paid to the nature of this resource and its management as this will impact on human resource behavior and performance and consequently the performance of organization. Indeed Boxall and Steeneveld (1999) argue that there is no need to prove the relationship between firm critical influence on performance and labour management as it is self evident that the quality of human resource management is a critical influence on the performance of the firm. Concern for strategic integration, commitment flexibility and quality, has
called for attention for employees motivation and retention. Given this perception, the principal in an organization feels unable to predict an agent’s behavior in any given situation and so brings into play various measures to do with incentives in order to tie employee needs to those of their organization. Thus getting identification with respect to the organization, and thus increasing their commitment level. As an approach to mediate the employment contract, elements of human resource strategy (especially those to do with reward and retention) can offer a way of ensuring an efficient transaction process that enables both parties to get committed towards the fulfillment of each other needs. The fundamental problem dealt with is what drives or induces people to exploit their potential resources in the way they do in organizations? The issue of motivation and performance are positively related? By focusing on the financial aspect of motivation problem like bonus system, allowances perks, salaries, etc. By paying attention to financial aspect of motivation, we intend to probe into the role this aspect has on enhancing employee’s performance. We believe, financial motivation has become the most concern in today’s organization, and trying to align with Mallow’s basic needs, non-financial aspect only comes in when financial motivation has failed. Gibson, Ivancevik, Donnel,( 2004,Pp214) a space is then set for the non-financial measures. Though in some situation, it is being operate side by side. But as a research topic for our project work we will employ the financial aspects of motivation used by agents of organization in enhancing their employee’s performance and the extent to which non-financial aspects of motivation turn to enhance employee’s performance. To evaluate the methods of performance motivation in organization in organizing some motivational factors like satisfies and dissatisfies will be used to evaluate how employees motivation is enhanced other than financial aspects of motivation
1.2 STATEMENT OF THE PROBLEM

Motivating the employee is one of the most difficult functions of management. This is so because effective levels of performance and morale depends heavily on the manager’s ability to build and sustain effective employee motivation. As a result, companies use all types of incentive packages to stimulate their workforce which have been categorized into financial and non-financial reward.

However, it normally happens that instead of the incentive scheme used in motivating the employee, it turns out to be rather de-motivating them.

1.3 OBJECTIVES OF THE STUDY

The main objective of the study is:

To find out the effects of motivation on employees performance

The specific objective of the study is:

1. To identify the effect of monetary and non-monetary benefits provided by the organization on employee performance.

2. To find out the effect of job promotions on employees performance.

3. To discover the employees satisfaction on the interpersonal relationship which exist in the organization.

1.4 RESEARCH QUESTIONS
1. What are the effects of monetary and non-monetary benefit provided by the organization on employee performance?

2. How does promotion affect employee performance?

3. What factors motivate employees to perform?

1.5 SIGNIFICANCE OF THE STUDY

The study is intended to evaluate and motivate employees in the organization. A good motivational program is essential to achieve goal of the organization. Efficient motivational programs of employees are made not only in this particular organization but also in other organization, the organization can achieved its efficiency and also to develop a good organizational culture.

Motivation has varieties of effect; the effect may be seen in the context of an individual, physical, mental health, productivity, absenteeism and turnover. Employees delight has to be managed in more than one way. This help to retain and nurturing the true believers who can deliver value to the organization. And also help the organization as a whole, to set up good motivational policies and to help workers in order to achieve its highest goal. The society must emulate this motivational policy and its practice. Individuals will be motivated out of this motivational policy through hard work.

Motivating employees are relevant to the socio-economic development of the nation. In the sense that it increase productivity in the country, because if employees in the various public sectors are well motivated they will give up their best and the nation will achieve its economical growth.
The study helps the researcher to realize the importance of effective employee motivation. It examines types and levels of employee motivational program and also discusses management ideas that can be utilized to innovate employee’s motivation. It helps to provide insights to support future research regarding strategic guidance for organization.

1.6 LIMITATION OF THE STUDY

1. The time need for the completion of the work was limited and short.

2. The inadequacy of funds at all stages of the study was another serious impediment on our way since there was no sufficient funds, traveling to far destination for data collection purpose was sometimes avoided, hence our inability to obtain data as much as planned. As a matter of fact and genuineness, inadequate funds have been the most serious aspect of the study.

1.7 ORGANIZATION OF THE STUDY

For systematic presentation of materials and fact, the study is organized into five chapters.

Chapter one deals with an introduction of the study and it includes the background of the study, statement of the problem, objectives of the study, research questions, and the significance of the study. Limitation of the study.

Chapter two covers the literature review which includes the conceptual framework, theoretical.
Chapter three also deals with the methodology. Areas such as research design, company profile, sample size and sampling procedure, population, data collection techniques and data analysis.

The analysis and presentation of the study are dealt with in chapter four. This is achieved through the use of table and chart, statistical presentation and discussion of results.

Finally, chapter five deal with the summary, conclusions and recommendations to the topic under study.
CHAPTER TWO

LITERATURE REVIEW

2.1 CONCEPTUAL FRAMEWORK

Motivation is a psychological force that determines the direction of a person’s level of effort, and a person’s level of persistence in the face of obstacle (Gareth R. Jones and Jennifer M. George 2003)

Motivation is so central to management because it explains why people behave the way they do in organizations, why employees at the container store provide such excellent customer service and enjoy doing so. Motivation also explains why a waiter is polite or rude, and why kindergarten teachers really try to get children to enjoy learning. It explains why some managers themselves truly put their organizations best interests first whereas others are more concerned with maximizing their salaries.

Motivation is an effective instrument in the hands of management in inspiring the workforce. It is the major task of every manager to motivate his subordinate or to create the will to work among the subordinates. It should also be remembered that, the worker may be immensely capable of doing some work and nothing can be achieved if he is not willing to work.

Motivation is an important function which every manager performs for actuating the people to work for accomplishment on objectives of the organization. A manager has to make appropriate use of motivation to enthuse the employees to follow them; effective motivation succeeds not only in having an order accepted, but also in gaining a determination to see that it is executed efficiently.
In order to motivate worker to work for the organizational goal, the managers must determine the motives or needs of workers and provide an environment in which appropriate incentives are available for their satisfaction. If the management is successful in doing so it will also be successful in the increasing the willingness of the worker to work. This will increase efficiency and effectiveness of the organization. There will be a better utilization of resource, workers abilities.

The word motivation has been derived from motives which mean any ideas, need or emotion that prompts a man; there is some stimulus behind it. Stimulus is dependent upon the motive of the person concerned. Motives can be known by studying his needs and desires. There is no universal theory that can explain the factors influencing motives which control man behavior at any particular point in time. In general, the different motives operate at different times among different people and influence their behaviors. The process of motivation studies the motives of individual which causes different type of behavior. (Jones ,R.G & George , M. J ( 2003) Contemporary management)

2.2 DEFINITION OF MOTIVATION

The term motivation refers to a process governing choices made by person or lower organism among alternative forms of voluntary activity, motivation is the result of process, internal or external to the individual that arouse enthusiasm and persistence to pursue a certain course of action. (www.allbusiness.com)
Motivation may also be defined as the internal process leading to behavior to satisfy needs. The process people go through to satisfy their needs is need-motive-behavior-satisfaction or dissatisfaction (Lussier, 2005).

Motivation can also be defined as the ability to cause employees to behave in a way that achieves the highest performance levels (www.worldatwork.org).

According to Pinder (1973), motivation represents the forces within a person that affects his direction, intensity and persistence of voluntary behavior.

Firstly, Direction refers to the fact that motivation is goal oriented not random. People are motivated to arrive at work on time, finish a project in few hours or aim for many other projects.

Secondly, Intensity to him is the amount of effort allocated to the goal, for example two employees might be motivated to finish their project early but only one of them puts off enough effort to achieve his goal.

Finally, motivation involves varying levels of Persistence that is continuing the efforts.

Bernard (1965) mentions that motivation is the stimulation of action towards a particular objective where previously there was little or no attraction to that goal.

2.3 IMPORTANCE OF MOTIVATION

Motivation involves getting the members of the group to pull weight effectively, to give their loyalty to the group, to carry out properly the purpose of the organization. The following results may be expected if the employees are properly motivated.
1. The workers will tend to be as efficient as possible by improving upon their skill and knowledge so that they are able to contribute to the progress of the organization. This will also result in increased productivity.

2. The rates of labor’s turnover and absenteeism among the workers will be low.

3. There will be good human relations in the organization as friction among the workers themselves and between the workers and the management will decrease.

4. The number of complaints and grievance will come down, accident will also be low.

5. There will be increase in the quantity and quality of products. Wastage and scarp will be less; better quality of products will also increase the public image of the business.

2.4 THEORIES OF MOTIVATION

Motivation theory examines the process of motivation. It explains why people at work behave in the way they do in terms of their effort and the directions they are taking. It describes what organizations can do to encourage people to apply their efforts and abilities in the way that will further the achievement of the organizations goals as well as satisfying their own needs. It is also concerned with job satisfaction, the factors that create it and its impact on performance.

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of Hawthorne study result. Six
major approaches that have led to our understanding of motivation are McClelland Achievement need theory, Behavior modification theory, Abraham H Mallows need hierarchy, J.S Adam’s Equity theory, Vroom Expectation theory, Douglas McGregor theory x and theory y (www.scribd.com)

2.4.1 Behavior Modification Theory

One of the most basic concerns of reward management is how it can help to motivate people to achieve high levels of performance. It is therefore necessary to understand the factors to motivate employees. Motivation theory provides essential guidance on the practical steps required to develop effective reward system.

Motivation theory examines the process of motivation. It explains why people at work behaved in the way they do in terms of their effort, time, and skills rendered to the organization.

A motive is a reason for doing something. Motivation theory is concerned with the factors that influence people to behave in certain ways. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal, a value reward that satisfies their particular needs. Well motivated people are those with clearly defined goals who take action that they expect will achieve those objectives.

Motivation may also defined as a psychological force that determines 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. The direction of a person’s behavior refers to the many possible behaviors that a person could engage in, effort refers to how hard people work, persistence refers to whether, when faced with roadblock and obstacles,
people keep trying or give up. Motivation is central to management because it explains why people behaved the way they do in organization. ([www.worldatwork.org](http://www.worldatwork.org))

2.4.2 Equity Theory

Equity theory as described by Adams, state that people will be better motivated if they are treated equitably and de-motivated if they are treated inequitably. It is concerned with people’s perceptions of how they are being treated in relation to others. To be dealt with equitably is to be treated fairly in comparison with another group of people (a reference group) or a relevant other person. Equity involves feeling and perception and it is always a comparative process. It is not synonymous with equality, which means treating every one alike. Equity theory is linked with the felt fair principle as defined by jaques, which states in effect that pay systems will be fair if they are felt to be fair.

According to this principle, an individual perceives ‘fairness’ by comparing his or her inputs and related outcomes with the inputs and outcomes achieved by others. If the comparison is equal, equity exists, if not inequity is perceived and behavior may be modified to achieve equity (that is, the individual might work harder or less hard). The inputs and outcomes compared while determining equity are unique to each individual. This theory is associated most frequently with the ideas of j. Stacy Adams. It also defined as anything of value earned through the investment of something of value. Equity theory, from which pay equity is derived, is a motivation theory that
explains how employees respond to situations in which they feel they have received less or more than they deserved. It is subjective, individualistic and there is a ratio, in business, the equity theory of employee motivation describes the relationship between how fairly an employee perceived he is treated and how hard he is motivated to work. Peter Drucker, an author who specialized in economies, first proposed the link between Equity theory and employee motivation.

The basic idea behind the Equity theory is that, workers in an attempt to balance what they put in to their jobs and what they get will unconsciously assign values to each of his various contributions.

In addition to their time, workers contribute their experience, their qualifications, and their capability in addition to their personal strengths such as acumen and ambition. Money, of course, is the primary motivating outcome for an employee, but it is not the only and in some case not even the most important, factor. Power and status are also prime motivators, as are flexibility, prerequisites and variety.

According to Equity theory, the most highly motivated employee is the one who perceives his reward are equal to his contributions. If he feels that he is working and being rewarded at about the same rate as his peers, then he will judge that he is being treated fairly. This doesn’t mean that every manager should treat every employee identically, because every worker does not measure his contributions in the same way. For example, flexible working hours might motivate a working mother even more than a pay raise.

Adams, called personal effort and rewards and other similar give and take issues at work respectively inputs and outputs. Inputs are logically what we give or put into our
work. Outputs are everything we take out in return. These terms help emphasis that what people put into their work includes many things aside from money.

Adams used the term referent others to describe the reference points or people with whom we compare our own situation, which is the pivotal part of the theory. (www.worlatwork.org)

2.4.3 Maslow’s Theory

Abraham Maslow developed the needs hierarchy theory that explained why people have different needs at different times. Maslow basic proposition is that people are wanting being. They always want more and what they want depends on what they already have.

He suggested five (5) levels of needs. The lowest being Physiological needs, through safety needs, social need/belongingness, esteem needs to the needs of self actualization.

1. The physiological need include the need to satisfy biological requirements or to maintain life. Example includes food, air, water, shelter, sex etc. these needs are directly related to the sustainability of life. Until these needs are satisfied, they act as primary motivators, taking precedence over that of other needs.

2. Safety needs are taken in consideration the need for secure and stable environs and the absence of pain, risks, threats and illness. They become effective motivators only after the satisfaction of a person’s physiological needs. They take the form of the desire for protection from physical danger, economic security among others.
3 Social needs/ belongingness, love become essential as safety needs become reasonably satisfied. They include affection, love and interaction with other people.

4 Esteem needs include self-esteem through personal achievement as well as social esteem through recognition and respect from others. In an organizational context, people want to do well on their jobs; they also want to feel they are achieving something important when they perform those jobs. If these needs are properly harnessed they can bring feelings of worth and value, but if they are not fulfilled, feelings of inferiority, helplessness, frustration arise.

5 Self-actualization represent need for self-fulfillment that is a sense that, the person’s potential has been realized. In other words, one is able to use his skill/potential to the maximum. It is this need that compels students to learn at all times but it is important to note that, the specific forms of this need vary from individual to individual (Cole, G.A (2002) Personnel and Human Resource Management)
2.4.3.1 Maslow’s Needs Hierarchy

![Maslow's Hierarchy of Needs](image)

Source (Laurie J. Mullins 2010 Management and organizational behavior)

2.4.4 McClelland Achievement Need Theory

Maslow’s needs hierarchy and that of the Alderfer assume that needs are instinctive and therefore fixed for life. However, some people have secondary needs or drives are learned and reinforced through children’s books, potential styles and social norms.

McClelland (1961) identified three secondary needs as particularly important sources of motivation. These are
NEED FOR ACHIEVEMENT refers to a desire to accomplish challenging performance goals, be successful in competitive situation, assume personal responsibility for work and receive and immediate feedback?

NEED FOR POWER refer to the desire to control one’s environs including people and material resources? Some people have a high socialized power need in which they seek to help others such as improving society; increasing organizational effectiveness etc. those with strong power need seek power so that they can use power that they have sought to advance their career and other personal interest.

NEED FOR AFFILIATION refer to desire to seek approval of others, conform to their wishes and expectation and avoid conflicts and confrontation? People with strong need for affiliation desire pleasure from group, enjoy intimacy and friendly interaction with others and are concerned with maintaining good relationship.(Cole, G.A (2002) Personnel and Human Resource Management

2.4.5 Expectancy Theory

According to this principle, people choose the behaviors that they expect will maximum their payoff. When this theory is applied to pay, an employee must believe that greater effort will increase performance. Increased performance will lead to more pay and more pay is the reward that the employee wants most. This theory was first stated by V. H. Vroom.

The core process theory is expectancy theory. The concept of expectancy was originally contained in the valence –instrumentality –expectancy (VIE) theory formulated by Vroom. Valence stands for value , instrumentality is the belief that if
we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to outcome. Motivation is likely only when a clearly perceived and unstable relationship exists between performance and outcome and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation for example, an incentive or bonus scheme—works only if the link between effort and reward is understood and the value of reward is worth the effort. But as Porte and Lawler emphasize, mere effort is not enough. It has to be effective if it is to produce the desire performance.

Expectancy theory of motivation predicts that one’s level of motivation depends on the attractiveness of the rewards sought and the probability of obtaining those rewards.

According to Vroom, people choose the behaviors that expect will maximize their payoff. When this theory is applied to pay, an employee must belief that greater effort will increase performance, increase performance will lead to more pay and more pay is the reward that the employee wants most.

Victor Vroom’s expectancy theory posits that motivation is the result of a rational calculation. A person is motivated to the degree that he or she believes that

1. Effort will yield acceptable performance
2. Performance will be rewarded
3. The value of the rewards is highly positive.
2.4.6 Douglas McGregor’s Theory X And Theory Y.

In his 1960 book, the human side of enterprise, Douglas McGregor proposed two theories by which to view employee motivation. He avoided descriptive labels and simply called the theories. THEORY X and THEORY Y. Both of these theories begin with the premise that management's role is to assemble the factors of production, including people, for the economic benefit of the firm. Beyond his point, the two theories of management diverge.

2.5.6.1 Theory X

Theory x assumes that the average person.

1. Dislikes work and attempts to avoid it
2. Has no ambition, wants no responsibility, and would rather follow than lead
3. Is self-centered and therefore does not care about organizational goals.
4. Resists change
5. Is gullible and not particularly intelligent.

Essentially, theory x assumes that people are lazy and work only for money and security.

2.4.6.2 The Problem with Theory X

Drawing on Maslow’s hierarchy, McGregor argues that a satisfied need no longer motivates. Under theory x the firm relies on money and benefits to satisfy employee’s
lower needs. And once those needs are satisfied the source of motivation is lost. Theory x management styles is intact hindering the satisfaction of higher-level needs. Consequently, the only way that employees can attempt to satisfy their higher level needs in their work, is by seeking more compensation, so it is quite predicable that they will focus on monetary rewards. While money may be the most effective way of self fulfillment in a theory x environment, it may be the only way. Under theory x, people use work to satisfy their lower needs, and seek to satisfy their higher needs in their leisure time.

McGregor makes the point that a command and control environment is not effective because it relies on lower needs as levels of motivation. But in modern society those needs already are satisfied and thus no longer are motivators. In this situation, one would expect employees to dislike their work, avoid responsibility, have no interest in organizational goals, resist change, etc, thus making theory x a self-fulfilling prophecy. From this reasoning, McGregor proposed an alternative. (DeSimone, R.L. and Harris, D.M. (1998), Human Resource Development)

2.4.6.3 Theory Y

The higher –level needs of esteem and self-actualization are continuing needs in that they are never completely satisfied. As such, it is these higher- level needs through which employees can best be motivated.

Theory y makes the following general assumptions.

1 Work can be as natural as play and rest.

2 People will be self-directed to meet their work objectives if they are committed to them.
3 People will be committed to their objectives if rewards are in place that addresses higher needs such as self-fulfillment.

4 Under these conditions, people will seek responsibility.

5 Most people can handle responsibility because creativity and ingenuity are common in the population.

Under these assumptions, there is an opportunity to align personal goals with organizational goals by using the employee’s own quest for fulfillment as the motivator.

McGregor recognized that some people may not have reached the level of maturity assumed by theory y and therefore may need tighter controls that can be relaxed as the employee develops. (DeSimone, R.L. and Harris, D.M. (1998), Human Resource Development)

2.4.6.4 Theory Y Management Implications

If theory Y holds, the firm can do many things to harness the motivational energy of its employees.

1 Decentralization and Delegation, If firms decentralize control and reduce the number of levels of management, each manager will have subordinates and consequently will be forced to delegate some responsibility and decision making to them.
2. Job Enlargement – Broadening the scope of an employee’s job adds variety and opportunities to satisfy ego needs.

3. Participative management, Consulting employees in the decision making process taps their creative capacity and provides them with some control over their environment.

4. Performance Appraisals. Having the employee set objectives and participate in the process of evaluating how well they were met.

If properly implement, such an environment would result in a high level of motivation as employees work to satisfy their higher level personal needs through their jobs.(DeSimone, R.L. and Harris, D.M. (1998), Human Resource Development)

5.  

2.5 TYPES OF MOTIVATION

Motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved.

Secondly, people can be motivated by management through such methods as pay, promotion, praise, etc.

There are two types of motivation as originally described by Herzberg et al. they are intrinsic motivation and extrinsic motivation

2.5.1 Intrinsic Motivation
This is derived from the content of job. It can be described as the process of motivation by the work itself in so far as it satisfies people’s need or at least leads them to expect that their goals will be achieved. Intrinsic motivation is self-generated, in that people seek the type of work that satisfies them. However, management can enhance its process through its empowerment, development and job design policies and practices.

2.5.1.1 Factors Affecting Intrinsic Motivation Include;

1. Responsibility - Filling the work is important and having control over one’s own resource
2. Freedom to act. It also gives freed to operate, whenever extend you have gone
3. Scope to use and develop skills and abilities; Training and developing also help people to motivate them at the job place.
4. Opportunity for advancement; in job organization when you do your job well, you have in mind that you will be promoted, so it will motivate you to perform well.
5. The intrinsic motivators, which are concerned with the quality of working life, are likely to have a deeper and longer –term effect because they are inherent in individuals and not imposed from outside, although they may be encouraged by the organization (Mathis, R.L and Jackson, J.H. (2000), Human Resource Management)

2.5.2 Extrinsic Motivation
This is what is done to and for people to motivate them. It arises when management provides such rewards as increased pay. Praises or promotion. When the motivation impact of pay – for- performance scheme is discussed, this is the type of motivation which people are referring.

The extrinsic motivation can have an immediate and powerful effect, but this will not necessarily last for long. The effectiveness of pay as an extrinsic motivator is a matter of continuing debate. (Mathis, R.L and Jackson, J.H. (2000), Human Resource Management)

2.6 METHODS OF IMPROVING MOTIVATION AND JOB SATISFACTION

A wide variety of options are available to motivate the individual and the team. The important thing is to develop motivational strategies which suit both the situation and the individual. There are various ways in which managers can attempt to increase the motivation of their employees. Herzberg and others recommended better job design. Various writers have also suggested that employee participation in decision making will improve motivation through self-realization and empowerment. Yet another group are also suggesting that pay and incentive schemes are frequently regarded as powerful motivator.

2.6.1 Job Design

Job design is similar to job analysis, but in terms of proposed job rather than an existing one. It is concerned with the process of deciding three issues

1. The content of a job in terms of its duties and responsibilities
2. The methods to be used in carrying out the job, in terms of techniques, systems and procedures.

3. The relationship that should exist between the job holders and their superiors, colleagues and subordinates.

2.6.2 Incentives

An incentive is something which stimulates a person towards some goal. It activates human needs and creates the desire to work. Thus, an incentive is a means of motivation. In organizations, increase in incentives leads to better performance and vice versa.

2.6.2.1 Need for Incentives

According to Abraham Maslow, people are wanting being. They continue to want something or other. They will never be fully satisfied, if one need is satisfied, the other arises, in order to motivate the employees, the management should try to satisfy their needs. For this purpose, both financial and non financial incentives may be used by the management to motivate the workers.(Cascio, F.W. (1992) Managing Human Resources)

1. Financial incentives or motivators are those which are associated with money, they include wages and salaries, fringe benefits, bonus, retirement benefit.

2. Non-financial incentives motivators are those which are not associated with monetary rewards. They include intangible incentives like ego satisfaction, self-actualization and responsibility
Figure 1.3

INCENTIVES

<table>
<thead>
<tr>
<th>Financial incentives</th>
<th>Non-Financial incentives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and Salaries</td>
<td>Competition</td>
</tr>
<tr>
<td>Bonus</td>
<td>Group recognition</td>
</tr>
<tr>
<td>Housing Facility</td>
<td>Praise</td>
</tr>
<tr>
<td>Retirement benefit</td>
<td>Workers participation</td>
</tr>
</tbody>
</table>

Source (Cascio, F.W. 1992 Managing Human Resources)

2.7 BONUS SCHEMES

It operates in different forms, but basically they all provide greater rewards for output or achievement above previously agreed levels. Some schemes are based on individual employee’s output whilst others are based on the output of a group of employees. The general level of wages paid would enable staff to live at a reasonable standard but the offer of a bonus to improved performance may act as an excellent incentive to greater effort or production which may cut overheads and increase profits. (Cascio, F.W. (1992) Managing Human Resources)

2.7.1 Types of Bonus Schemes
Some of the bonus schemes that a company can adopt are:

### 2.7.2 Collective Bonus Schemes

This provide employees with bonuses which may be bases upon a variety of different factors such as increase production, maintaining certain levels of production, reducing operational costs or wastage or employing methods that could lead to greater efficiency.

### 2.7.3 Commission and Target Bonuses

They apply mainly to sales of goods and services and are generally based on the value of sales achieved above a certain target or on total value of all sales made. Some commissions and bonuses are paid on an individual salesman’s attainment, whilst others are based on the performance of a group, perhaps the entire sales department and shared out proportionately.

### 2.8 GENERAL TECHNIQUES OF MOTIVATION

There are eight general techniques of motivation, each with one main goal; to make the day- to day jobs more purposeful and interesting to employees.
1 Motivate by encouraging competition; competition increases job interest and stimulates output.

2 Motivate by change; Job monotony reduces interest. Job redesign and enrichment on the other hand increases employee interest. However, change comes with anxiety, and therefore disturbs people. Supervisors will have to provide detailed information about the change to dispel their fear and worries.

3 Motivate by promotions; Supervisors who provide opportunities for employees to advance attract and keep high caliber workers. They build morale, increase productivity and make the best use of people power. Promotions must however be based on merit.

4 Motivation by increased responsibility; Many employees can handle more responsibility than they presently have. Supervisors should explain that they are going to share more of the responsibility and really mean it. Give employees a constructive outlet for their talents and enthusiasm.

5 Motivate by program of recognition; Each employee needs to feel important. Give credit, recognition and praise for jobs done well. Besides financial rewards and job classification, supervisors can show recognition.

6 Motivate older employees by showing interest in their problems and help them overcome their anxiety during period of adjustment; A supervisor may convince older workers to that they are as efficient and stable as the younger ones, boost their self-esteem, list reasons why the company wants to retain, and get them to talk out their job worries.

7 Motivate new employees by getting them off to a good start on the new job; a good start means a minimum of lost time. Wasted materials, departmental friction,
production cost, and turnover. A good start will increase the new employee’s self-confidence and efficiency on the job.

8 Motivate all employees by keeping the communication channels open; unless managers and supervisors communicate, they will never effectively motivate their employees to be effective on their jobs and get committed to the organization. (Storey, J (1999), Human Resource Management, A Critical Text

2.9 PROBLEMS OF MOTIVATION

Every organization has its share of problem employees. They are a nuisance and may threaten the productivity of their work group. Managing and motivating such employees are very challenging. Examples of such problem employee attitudes include.

1. The wise guy; A person with a know–it–all attitude who argues for any reason at all, and who has a quick comeback for everything that is said.

2. The chronic groucher; A person who is always angry at everybody, including the self who is unhappy about everything.

3. The complainer; a person who gripes about everything and everybody, who imagines and looks for trouble.

4. The weakling; a person who lack self-confidence and has a fearful personality who depends on others for instruction with no initiative drive.

5. The non-cooperator; a person who feels superior to his or her job or co-workers, who does not cooperate willingly and freely. (Mathis, R.L and Jackson, J.H. (2000), Human Resource Management
CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

The methodology refers to the approach used to set the required information for the report. The process we went through to obtain our information for the report is analyzed. Company profile, research design, the population, sample size and sampling procedure and data collection techniques would be taken into consideration.

3.2 RESEARCH DESIGN

Research design is used to structure the research, to show all the major parts of the research project, the sample size or group’s measures treatments or programs, and methods of assignment. Research design is also the framework for the research plan of action. There are four basic design techniques; Descriptive, Casualty, Exploratory and Survey. For the purpose of this project, Descriptive technique. This technique describes phenomena as they exist. It is used to identify and obtain information on the characteristics of a particular problem or issue. The population that was researched was workers in lands commission. This is to get a general idea of what respondents think of employee motivation. For the sake of our research we focused

On both quantitative and qualitative approach, quantitative approach, with this type of approach the results are given numerical values and the researcher uses
a mathematical and statistical treatment to help evaluate the results. Also with qualitative approach which is particularly concerned with human behavior, because if employees are well motivated their behavior will change.

3.3 COMPANY PROFILE

The lands commission of Ghana was set up by the lands commission (Act 483) to managed public lands efficiently, advice and facilitates good land delivery system in the country through proper documentation and good records keeping so as to contributing to the socio-economic development of the nation.

Government policy is geared towards improving the efficiency, effectiveness, transparency, and responsiveness of civil and public service to meet the needs, wishes and desire of their client, customers and stakeholders. It seeks further to create mechanism for fair and prompt consideration of complaints. It is with this in mind that the procedures and processes for service delivery have been reviewed and restructured and the processing stages shortened to facilitate prompt service delivery.

3.3.1 Functions Of The Lands Commission.

The lands commission in coordination with other public Agencies and Governmental institutions perform the following functions.

1. Manage public (states / Government) lands and any land vested in the president in trust for respective stools and families.
2. Advise the Government, local authorities and traditional authorities on the policy framework for development of particular areas.

3. To ensure that the development of individual pieces of land is coordinated with the relevant development plan of the area concerned.

4. Compulsory acquisition of land for Government

5. Provide information on land transaction to guide operation of the land.

6. Formulate and submit to Government recommendations on national policy with respect to land use and capacity.

3.4 POPULATION

The term population refers to the entire group of individuals (Subject), objects or event having common observable characteristics in which the researcher is interested in studying. The population for this study includes the Divisional head, the Chief clerk who is acting as a human resource manager, the Executive officer, the Lands officer and the employees of the land commission.

3.5 SAMPLING SIZE AND SAMPLING PROCEDURE

Sampling is the process of selecting units (example people, organization, institutions) from a population of interest to that by studying the sample we may fairly generalized our results back to the population from which they were chosen. For the purpose of this research work Random method of sampling was used.
3.5.1 Sampling size

The number of the sampling unit selected from the population is called the size of the sample. Sample of 50 respondents were obtained from the population.

3.5.2 Sampling procedure

This is the way the sample was chosen from the population, Random Sampling was used. In random sampling, also known as probability sampling, every combination of items from the frame, or stratum, has a known probability of occurring but these probabilities are not necessarily equal. With any form of sampling there is a risk that the sample may not adequately represent the population but with random sampling there is a large body of statistical theory which quantifies the risked thus enable an appropriate sample size to be chosen. Furthermore, once the sample has been taken, the sampling error associated with the measured results can be computed. With sampling error. While such method may be cheaper this is largely meaningless since there is no measure of quality. Random sampling technique ensures that bias is not introduced regarding who is including in the survey.

3.6 DATA COLLECTION TECHNIQUE

Data collection technique allow us to systematically collect information about our objects of study (people, object, phenomena) about the settings is which they occur.
In the collection of data we have to be systematic. If data are collected haphazardly, it will be difficult to answer our research questions in the conclusive way.

Basically two sources of data were employed in this research work. These are the primary source and the secondary source of data collection. The techniques used in the data collection included interviews and questionnaires.

3.6.1 Interviews

Due to the nature of and caliber of population sample, compiled with the time consciousness especially the senior managers, some data were collected through personal interviews. All the interviews with respondents were conducted face to face. The interviews were structured, that is question to be asked were predetermined and put down to serve as a guide to the researchers. It must be noted that in the course of the interviews some questions that were not included in the predetermined questions but which were considered necessary were asked. All the interviews conducted were pre arranged that is the respondents were informed some days before the interviews. The interviews were conducted at convenience of respondents.

3.6.2 Questionnaires

The questionnaires were well designed and distributed personally by the researcher and they were left with the respondents for at least two weeks before retrieving the questionnaires which were designed purposely for the collection of primary data. Questionnaires were distributed to the following people; the Divisional head, the chief
clerk, human resource manager, the Executive officer, the Lands officer and the employees of the lands commission

3.7 DATA ANALYSIS

Data from the answered questionnaires were organized and analyzed using percentages. The results were presented in tables and chart form according to research questions. Research question one sought to find out the effects of monetary and non-monetary benefit provided by the organization on employee performance. Question two also sought to find out how promotion affect employees performance, whiles question three sought to find out what factors motivates employees to perform. In finding out the perception of both employees and the management about the research questions, the percentages of responses were combined by using simple majority. These were used to determine how serious actions of each group contribute to employee motivation.
CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 INTRODUCTION

This chapter usually deals with the primary data collected by means of questionnaires from various respondents. It deals with the analysis of the questionnaire and what issues came out of the analysis of the findings.

4.2 RESPONSE ABOUT THE SUPPORT FROM THE HUMAN RESOURCE DEPARTMENT IN TERMS OF THEIR WELFARE

Table 4.1

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGHLY SATISFIED</td>
<td>15</td>
<td>30%</td>
</tr>
<tr>
<td>SATISFIED</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>DISSATISFIED</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>HIGHLY DISSATISFIED</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source; Researcher’s Field survey (June, 2011)
INTERPRETATION

Organizations must provide welfare facilities to their employees to keep their motivation levels high. The employee welfare schemes can be classified into two categories, Statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. These include provisions provided in industrial Acts like factories Act 1948, Dock workers Act (safety, health and welfare) 1986, Mines Act 1962. The non statutory schemes differ from organization to organization and from industry to industry.

From table 4.1 it can be deduced that 30% of the respondents are highly satisfied with the support they are getting from the human resource department in terms of their welfare, whiles 60% are satisfied with the support from the human resource department, 10% are neutral and 0% are dissatisfied and highly dissatisfied.
4.3 VIEWS OF RESPONDENTS OF THE MANAGEMENT INTERESTED IN MOTIVATING THE EMPLOYEES

Table 4.2

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY AGREE</td>
<td>35</td>
<td>70%</td>
</tr>
<tr>
<td>AGREE</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>STRONGLY DISAGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher’s field survey (June, 2011)

INTERPRETATION
According to Smith (1994) motivated employees are needed in rapidly changing workplaces, motivated employees helps organizations survive, motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the role they perform, of all the functions a manager performs. Motivating employees are arguably the most complex. This is due to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees income increases, money becomes less of a motivator (Kovach, 1987) , also as employees get older, interesting work becomes more of a motivator.

From table 4.2 it shows that out of the total number of 50 people interviewed, 70% of them strongly agree with management interested in motivating the employees, whiles 20% agree that management is interested in motivating the employees, 10% are neutral and 0% are disagree and strongly disagree

4.4 THE TYPES OF INCENTIVES THAT MOTIVATES THE EMPLOYEES

Table 4.3

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANCIAL</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>NON-FINANCIAL</td>
<td>9</td>
<td>18%</td>
</tr>
<tr>
<td>BOTH</td>
<td>31</td>
<td>62%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source; Researcher’s field survey (June, 2011)
INTERPRETATION

Incentive pay is paying for performance beyond normal expectation, is design to motivate employees to perform at higher levels. Generally speaking, the most successful incentive pay programs are those that involve a significant amount of an employee’s pay and they are categorized into two types, the financial incentives which comprise wages and salaries, bonus, housing facility, retirement benefit. The non-financial incentive on the other are those which are not associated with monetary reward, they include competition, group recognition, praise, and the like.

From table 4.3 it can be shown that 20% of the respondents are expressing financial incentives will motivate them whiles 18% are also expressing that non-financial incentive will also motivate them and 62% of them are expressing that both financial and non-financial will equally motivate them.
### 4.5 EMPLOYEES SATISFACTION WITH THE PRESENT INCENTIVES SCHEME PROVIDED BY THE ORGANIZATION.

Table 4.4

<table>
<thead>
<tr>
<th>PARTICULAR</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGHLY SATISFIED</td>
<td>11</td>
<td>22%</td>
</tr>
<tr>
<td>SATISFIED</td>
<td>36</td>
<td>72%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>DISSATISFIED</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>HIGHLY DISSATISFIED</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>50</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Researcher’s field survey (June, 2011)
INTERPRETATION

Employee incentive programs go a long way towards ensuring employee feel appreciated and worthwhile, this alone can help with employee motivation across board. Incentive programs increase motivation because they are not only encouraging productive performance but also show employees the company cares. Employee incentive programs promote workplace harmony, employee performance, and most of all employee motivation. This is the key to long term benefits of the company. Motivated employees means staff retention and company loyalty, these are two things that will have a significant impact on the growth and development of the business.

From table 4.4 it is understood that 22% of the respondents are highly satisfied with the present incentives scheme provided by the organization whiles 72% are satisfied with the present incentive, 6% are neutral and 0% are dissatisfied and highly dissatisfied.

4.6 VIEWS OF RESPONDENTS ON THE PERIODICAL INCREASE IN SALARY

Table 4.5

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY AGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>AGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>47</td>
<td>94%</td>
</tr>
<tr>
<td>STRONGLY DISAGREE</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher’s field survey (June, 2011)
According to Jeffry Pfeffer (1998), warns that much of the conventional wisdom and public discussion about pay today is misleading, incorrect, or sometimes both the result is that business people end up adopting wrongheaded notions about how to pay people. People work primarily for money, he writes “people do work for money, but they work even more for meaning in their lives, in fact, they work to have fun.” Although money is not a prime motivator, this should not be regarded as a signal to reward employee poorly or unfairly. In fact, according to Herzbery’s theory of motivation, pay and benefits are considered a hygiene factors, where these factors applied effectively they can at best prevent dissatisfaction and if applied poorly, they can result in negative feelings about the job.
From table 4.5 demonstrate that 0% of the employee are strongly agree that there is a periodical increase in salary, and also 0% of them are agree, while 0% are neutral, 94% of the employee disagree that there is a periodical increase in the salary and 6% of them strongly disagree.

### 4.7 VIEWS OF RESPONDENTS ON THE EFFECTIVE PERFORMANCE APPRAISAL SYSTEM

Table 4.6

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY AGREE</td>
<td>16</td>
<td>32%</td>
</tr>
<tr>
<td>AGREE</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>STRONGLY DISAGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>TOTALS</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source; Researcher’s field survey (June, 2011)
INTERPRETATION

Feedback on performance is important to ensure individuals to know their strengths and opportunities for improvement, the use of the organization’s formal performance appraisal system should be encouraged to ensure regular and specific feedback.

From table 4.6 it agrees that out of the total number of 50 people interviewed, 32% of them strongly agree to the effective performance appraisal system existing in the organization, while 60% of the respondents agree to the effective appraisal system, 6% just neutral, 2% disagree of the effective performance appraisal and 0% are strongly disagree with the effective performance appraisal system existing in the organization.

4.8 VIEWS OF RESPONDENTS ON THE COMPANY EAGERNES IN RECOGNIZING AND ACKNOWLEDGING EMPLOYEE’S WORK.

Table 4.7

<table>
<thead>
<tr>
<th>PARTICULAR</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY AGREE</td>
<td>11</td>
<td>22 %</td>
</tr>
<tr>
<td>AGREE</td>
<td>35</td>
<td>70%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>STRONGLY DISAGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source; Researcher’s field survey (June, 2011)
INTERPRETATION

Organizations must acknowledges or give special attention to employees action, efforts, behavior or performance. It meets an intrinsic psychological need for appreciation for one’s efforts and can support business strategy by reinforcing certain behaviors. Whether formal or informal, recognition programs acknowledge employee contribution immediately after the fact, usually without predetermined goals or performance levels that the employee is expected to achieve. Awards can be cash or non-cash.

From table 4.7 it can be inferred that out of total number of 50 people interviewed, 22% of them strongly agree to the company eagerness in recognizing and
acknowledging their work, whiles 70% of them agree, 8% are neutral and 0% of them disagree and strongly disagree.

4.9 VIEWS OF RESPONDENTS ON THE JOB SECURITY IN THE COMPANY

Table 4.8

<table>
<thead>
<tr>
<th>PARTICULAR</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY AGREE</td>
<td>9</td>
<td>18%</td>
</tr>
<tr>
<td>AGREE</td>
<td>31</td>
<td>62%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>STRONGLY DISAGREE</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source; Researcher’s field survey (June, 2011)
INTERPRETATION

Managers at all levels are expected to know and enforce health and safety standards throughout the organization. They must ensure a work environment that protects employees from physical and mental hazards, unhealthy conditions and unsafe acts of other personnel. Safety programs deals with the prevention of accidents and minimizing loss and damage to persons and property, whiles health programs on the other hand deal with the prevention of ill-health arising from working conditions.

From table 4.8 it shows that out of the total number of 50 people interviewed 18% strongly agree with the job security existing in the organization, while 62% of the employees agree, 12% of them are neutral, 6% disagree and 2% of them are also strongly disagree.

4.10 VIEWS OF RESPONDENT ON GOOD RELATION WITH THE CO-WORKERS

Table 4.9

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY AGREE</td>
<td>13</td>
<td>26%</td>
</tr>
<tr>
<td>AGREE</td>
<td>33</td>
<td>66%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>STRONGLY DISAGREE</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source; Researcher’s field survey (June, 2011)
INTERPRETATION

In order to establish and maintain industrial peace and harmony, employer and their employees must work together to secure co-operation and to ensure whenever there are any differences, they will resolved immediately to the satisfaction of both parties. The co-operation that should exist between the two parties should be a friendship and mutual understanding. If there is no reasonable level of peace at the workplace, then achieving a common goal will be a failure. Employee loyalty, reliability and quality of work performed depend greatly on the mutual co-operation between them and their employers.

From table 4.9 it can be observed that out of the total number of 50 people interview, 26% of the respondents are strongly agree that they have good relations with co –
workers, 66% of them agree, while 8% of the respondents are neutral and 0% of them disagree and strongly disagree.

4.11 VIEWS OF RESPONDENTS ON THE CAREER DEVELOPMENT OPPORTUNITIES THAT EXIST IN THE COMPANY.

Table 4.10

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>NUMBER OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY AGREE</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td>AGREE</td>
<td>36</td>
<td>72%</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>STRONGLY AGREE</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher’s field survey (June, 2011)
INTERPRETATION

Professional development opportunities such as mentoring, attendance at training programs, and on the job training can be a key motivator for many individuals. These activities enable staff to achieve work related and professional goals, work towards advancement in the organization, enlarge or enrich their work roles and functions, achieve greater responsibility and trust, gain recognition, and add more interest to their work. In relation to training, Falcone suggests that employers view employees as resume builders who will stay and prove their worth as long as they are on the fast track. He indicates that a key to keeping staff is to prevent them from looking elsewhere by providing the chance to reach their career goals within their own organization.

From table 4.10 it can be seen that out of the total number 50 respondents, 12% of them are strongly agree that career development opportunities exist in the organization, while 72% of them agree, 10% are neutral and 4% of the employees are disagree, 2% also strongly disagree.
5.1 SUMMARY OF THE MAIN FINDINGS OF THE STUDY

The findings of the study are as follows.

- There is harmonious relationship in the organization between employees and management.
- The employees are really motivated by the management.
- The employees are satisfied with the present incentives plan of the organization.
- Most of the workers agreed that the organization is eager in recognizing and acknowledging their work.
- Majority of the employees agreed that there is a job security in their present job.
- The organization is providing good safety measures to ensure employee safety.
- From the study, it is clear that most employees agree to the fact that performance appraisal system and support for workers is helpful.
- The study reveals that increases in salary will motivate the employees.
- The incentives and other benefits will influence the performance of the employees.

5.2 CONCLUSION OF THE STUDY
The study concludes that, the motivational program procedure in lands commission highlighted so many factors which will help to motivate the employees. The study was conducted among 50 employees and collected information through structural questionnaire. The study helped in finding that employee motivational programs are provided in the organizations is very helpful. The performance appraisal activities really play a major role in motivating the employees of every organization. It is a major factor that makes an employee feel good in his work. The organization can concentrate on specific areas which evolve from this study in order to make the motivational programs more effective. If employees are properly motivated, they will work well and the organization will benefit out of it. Steps must be taken to improve motivational programs procedure in the future.

5.3 RECOMMENDATION

The recommendations are as follows

- Most of the employees agree that the performance appraisal activities are helpful to get motivated. The organization must try to improve upon performance appraisal system so that employees can better their performance.
- Nonfinancial incentive plans must be implemented in order to improve productivity level of the organization.
- Organization should give importance to communication systems between employees and its management.
- Skills of the employees must be appreciated.
- Better career development opportunities must be given to the employees for improvement.
- If the centralization of management is changed to decentralization system it will help the organization to improve its output very much.
- Promotion and training of workers must be encouraged.
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APPENDIX I

CHRISTIAN SERVICE UNIVERSITY COLLEGE

DEPARTMENT OF BUSINESS STUDIES

QUESTIONNAIRE TO THE EMPLOYEES AT THE LANDS COMMISSION IN KUMASI

TOPIC;

MOTIVATION AND ITS EFFECTS ON EMPLOYEE PERFORMANCE

(A CASE STUDY AT THE LANDS COMMISSION)

Dear Sir / Madam,

This questionnaire is intended to enable us conduct a survey on motivation and its impact on employee performance at the Lands Commission. This is entirely an academic exercise and therefore any information provided will be treated as confidential.

Thank you.

Kindly fill the follow.
1. Are you satisfied with the support from the human resource department in terms of your welfare

   Highly Satisfied □ Satisfied □ Neutral □
   Dissatisfied □ Highly Satisfied □

2. Is management really interested in motivating the employee?

   Strongly Agree □ Agree □ Neutral □
   Disagree □ Strongly disagree □

3. Which type of incentives motivates you?

   Financial incentives □ Non financial incentive □ Both □

4. How far are you satisfied with the incentive provided by the organization?

   Highly Satisfied □ Satisfied □ Neutral □
   Dissatisfied □ Highly dissatisfied □

5. Are you satisfied with the present incentives scheme provided by the organization?

   Highly Satisfied □ Satisfied □ Neutral □
   Dissatisfied □ Highly dissatisfied □

6. Please provide the following rates

   (5- Strongly Agree, 4- Agree, 3 – Neutral, 2- Disagree, 1-Strongly disagree)
<table>
<thead>
<tr>
<th>Number</th>
<th>Factors</th>
<th>Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>Reasonable periodical increase in salary</td>
<td></td>
</tr>
<tr>
<td>ii</td>
<td>Job security in the company</td>
<td></td>
</tr>
<tr>
<td>iii</td>
<td>Effective performance appraisal system</td>
<td></td>
</tr>
<tr>
<td>iv</td>
<td>Effective promotional opportunities in the company</td>
<td></td>
</tr>
<tr>
<td>v</td>
<td>Good safety measures adopted in the company</td>
<td></td>
</tr>
<tr>
<td>vi</td>
<td>Performance appraisal activities are helpful to get motivated</td>
<td></td>
</tr>
<tr>
<td>vii</td>
<td>Support from the co-worker is helpful to get motivated</td>
<td></td>
</tr>
<tr>
<td>viii</td>
<td>Company recognize and acknowledge your work</td>
<td></td>
</tr>
</tbody>
</table>

7. Ranks the following factors which motivate you the most?

(Rank 1, 2, 3, 4, respectively)

<table>
<thead>
<tr>
<th>Number</th>
<th>Factors</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Salary increase</td>
<td></td>
</tr>
<tr>
<td>ii</td>
<td>Promotion</td>
<td></td>
</tr>
<tr>
<td>iii</td>
<td>Leave</td>
<td></td>
</tr>
<tr>
<td>iv</td>
<td>Motivational talks</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Recognition</td>
<td></td>
</tr>
</tbody>
</table>

8. Do you think that the incentives and other benefits will influence your performance?

Influence [ ] Does not influence [ ] No opinion [ ]

9. Does management involve you in decision making which connected to your department?

Yes [ ] No [ ] Occasionally [ ]
10. What changes can be made to improve the work place environment?

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