CHRISTIAN SERVICE UNIVERSITY COLLEGE

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

THE IMPACT OF MOTIVATION ON EMPLOYEES PERFORMANCE: A CASE STUDY OF ATWIMA KWANWOMA DISTRICT ASSEMBLY.

MARY NYAMEKYE

ERNEST AMOAH-ADU

SARAH ADUOKU

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS, CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI., GHANA, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION.

JUNE 2020

DECLARATION

We hereby declare that this submission is our own work towards the award of the BSc degree and that, to the best of my knowledge, it contains no material previously published by another person nor material which had been accepted for the award of any other degree of the university, except where due acknowledgement had been made in the text.

Names	Index Numbers	Signature	Date
Mary Nyamekye	10004692	……..…………	…………….
Ernest Amoah-Adu	10002769	………………..	…………….
Sarah Aduoku	10002773	………………..	…………….

Supervisor Declaration

I hereby declare that the preparation and presentation of the dissertation/thesis was supervised in accordance with the guidelines on supervision of dissertation/thesis laid down by the Christian Service University College.

Mr. Edward Okyere …………….…………… ……………………

Supervisor **Signature** **Date**

Joseph Kofi Nkuah (Dr.) …………………………. …………………….

Head of Department, HRM **Signature** **Date**

ABSTRACT

Employees are company's/organization's livelihood. However, the success of any organization depends on it employees and how these employees are motivated. No system moves without it, and no organization achieve its objective without motivating it human resources or employees. The main objective of the study is to investigate into the effect of motivation on employee's performance and factors that motivate employee's performance in Atwima Kwanwoma District Assembly. To fill this lacuna and achieve these goals, the current study designs a questionnaire using 60 respondents/employees of the Assembly including casual workers and nabco personnel's. The study was guided by the mixed method approach to research. Data for the study were collected using both primary and secondary data, to avoid biasness the researcher adopted the simple random sampling and purposive sampling techniques to select a sample size of 60 employees. A response rate of 100% was achieve. The data collected from the employees was analyzed using descriptive statistics, frequencies and percentages. The study reveal that cash will always be a major factor in motivating employees, since other motivational factors such as bonuses and incentive are in the right direction except it needs an upward adjustment. The study therefore, recommend that government and the District Assembly should increase employees' salaries via promotion, overtime allowances and holiday with pay should be used as motivational tools.

DEDICATION

We are dedicating the thesis to our lovely family, especially to our wives, kids and our lovely parents.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

CHAPTER TWO

LITERATURE REVIEW

CHAPTER THREE

METHODOLOGY

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The term motivation is derived from the Latin word *'movere'* which means to move (Baron, Henley, McGibbon and McCarthy, 2012). Certo (2016) describes motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013).

According to Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. That is, it is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs.

Motivation is the one key element that impact the human capitals of any organization. So for the best performance or for the attainment of organizational objectives the organization should be motivating their workers. For better performance motivation is the greatest instruments. For managers employee motivation is one of the basic key tools to rise the efficient and effective management between the organization and employees (Shadare et al, 2009). Motivation is generally defined as the psychological forces that determine the direction of a person level of effort, as well as a person persistence in the face of obstacles (Stanley, 2012)

Industrial psychologists and management practitioners have long been interested in searching for factors which influence motivation and productivity (Chung, 2013).

The concept of performance, as it appears defined in the dictionaries of French, English and Romanian, defines more the idea of outcome, achieved goal, quality, and less the economic aspects of efficiency and effectiveness.

Whooley (1996), performance is not an objective reality, waiting somewhere to be measured and assessed, but a socially constructed reality that exists in people's minds, if it exists somewhere. According to the author, performance may include: components, products, consequences, impact and can also be linked to economy, efficiency, effectiveness, cost effectiveness or equity.

According to Aguinis (2009), performance is about behaviour or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives.

Campbell (1990) also defines performance as behaviour. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences. Industrial psychologists and management practitioners have long been interested in searching for factors which influence motivation and performance (Chung, 2013).

Motivation is one of the critical antecedent of performance in organization, for this reason many researchers have been studying the concept of motivation as variable in organizational performance, there are two types of motivation, Intrinsic and Extrinsic motivation. It's important to understand that we are not all the same; thus effectively motivating your employees requires that you gain an understanding of the different types of motivation.

Such an understanding will enable you to better categorize your team members and apply the appropriate type of motivation. You will find each member different and each member's motivational needs will be varied as well. Some people respond best to intrinsic which means

"from within" and will meet any obligation of an area of their passion. Quite the reverse, others will respond better to extrinsic motivation which, in their world, provides that difficult tasks can be dealt with provided there is a reward upon completion of that task. Become an expert in determining which type will work best with which team members.

Motivation is the most important factors that influence organizational performance. Employee motivation is one of the policies of managers to increase job performance amongst employees in organizations (Shadare et al., 2009). A motivated employee is responsive of the definite goals and objectives individuals must achieve, therefore individuals direct its efforts in that direction. Organizational facilities will go waste if it lacks motivated people to utilize these facilities efficiently.

Employee motivation and performance are key factors in moving a business forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Many research has been done in this area of study, internally and externally considering different organization and institution, but none have been done within the local level. For this reason, the researcher intends to investigate on the impact of motivation on employee performance at Atwima Kwanwoma District Assembly.

1.2 Statement of the Problem

The success of any institution/organization can be traced back to motivated employees. From productivity and profitability to recruiting and retention hardworking and happy employees lead to harmony and institutional/organizational triumph (Ryan, 2012). Unfortunately, most institution/organization are still living in yesteryears of organizational management. A preliminary

survey conducted by the researcher with fifty staff of Atwima Kwanwoma District Assembly revealed that the following factors cause dissatisfaction among workers and hence their underperformance, these factors were long working hours unreasonable work load feeling underpaid and inadequate appreciation.

Lack of proper motivation factors may result in losses which may eventually lead to low staff turnover, poor attitude towards work, low output level and low profitability. The aim of this research therefore is to find out the type of incentive package that needs to be given to workers of and whether workers, given the right incentives other than money can put in their best to contribute to the productivity and growth of the District Assembly to achieve the corporate objectives, it is in the light of these that the study intends to look into the effect of motivation on the performance of the staff in Atwima Kwanwoma District Assembly.

Nevertheless, employee's motivation must be considered in so many institution and thus making the scope of the study broad, more comprehensive and empirical study have to be than in this area in other to generalized our findings across all institution/district assembly in the country.

1.3 General Objective

The general objective of the study is to determine the Effect of Motivation on Employees Performance: a case study at Atwima Kwannwoma District Assembly.

1.3.1 Specific Objectives

The specific objectives are as follows:

- To identify factors that motivates employees in Atwima Kwannwoma District Assembly.

- To determine the effect of motivation on employees performance in Atwima Kwannwoma District Assembly.

- To develop a model of motivation for Atwima Kwanwoma District Assembly.

1.4 Research Questions

This section deals with the formulation of the research question that will help to achieve the objectives of the study. They are:

- What are the factors that motivates employees in Atwima Kwannwoma District Assembly?

- What are the effect of motivation on employee's performance in Atwima Kwannwoma District Assembly?

- What are the model of motivation for Atwima Kwanwoma District Assembly.

1.5 Significance of the Study:

1.5.1 Management of Atwima Kwanwoma District Assembly

The findings would benefit the management of A.K.D.A implement and enhance programs that can motivate their employees and improve performance.

1.5.2 Contribution to Research

The study would contribute to the existing body of knowledge on the effect of motivation on employee's performance. Since the research only concentrated on Atwima Kwanwoma District Assembly the result of the findings can also assist other researchers to undertake a similar project on all District Assemblies in Ashanti Region and in Ghana as a whole.

1.6 Scope of the Study

The primary focus of research was to determine the drivers of motivation and the impact it has on employee performance. In particular, a questionnaire was given to employees of Atwima Kwanwoma District Assembly located in Ashanti Region, Ghana. The research focused on Atwima Kwanwoma District Assembly employees working as permeant staff and support staff i.e. NSS staff, Nabco Staff and Contract Staff. Demographic factors such as age and gender were also included in the study in order to understand the effect they might have on motivation and performance. And lastly in time wise the study is expected to end by April 30th 2020.

1.7 Organization of the Project

This chapter gives an overview of motivation theories and how they affect employee performance. A brief background of the organization being studied was also given. The chapter also provided information on the background and statement of the problem, purpose and significance of the study, the research questions and the scope of the study. In the next chapter, the researcher has reviewed literature based on aspects that influence employee motivation and its impact on performance with chapter three looking at the research methodology adopted. In chapter four, the researcher sums up the results and findings of the study and chapter five provides discussion, conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the study. It concentrates on the definition of motivation, forms of motivation, theories on motivation, and factors that motivates employees. An attempt was made to discuss performance, the effects of motivation on employees" performance and monetary motivators versus non-monetary motivators, and conclude with the development of a conceptual framework.

2.2 Definitions of motivation

Many scholars had tried to define motivation and it's a well-studied field which has roots in many academic disciplines such as psychology, sociology, education, political science, and economics. Definition of motivation according to Society for Human Resource Management (2010), motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles.

Bratton et al. (2007:248) defined it as a cognitive decision making process that influences the persistence and direction of goal directed behaviour. Work motivation can also be defines as the psychological forces within a person that determines the direction of that person's behaviour in an organisation (George and Jones, 2008:183). Element in the above definitions are: „effort" - a measure of intensity that maximises employees potential capacity to work in a way that is appropriate to the job; „persistence" - the application of effort work-related tasks employees display over a time period; and „direction" - emphasises that persistent high level of work-related effort should be channelled in a way that benefits the work environment. Bartol and Martin (1998)

7

describe motivation as a power that strengths behaviours, gives route to behaviour, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations.

Denhardt et al. (2008) also define motivation as an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. Whilst it is not possible to observe motivation itself, it's possible to observe the outward manifestations of motivation. For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Denhardt et al. (2008) further stated that motivation is not the same as satisfaction. Satisfaction is past oriented, whereas motivation is future oriented. Igalens &Roussel (1999) on their part also stated that workers may be very satisfied by the compensation of their job; there are countless instances where these workers are not entirely motivated to continue doing what they would do. Motivation is central to management because it explains why people behave the way they do in organizations.

Motivation may also be defined as the internal process leading to behaviour to satisfy needs. The process people go through to satisfy their needs is need - motive - behaviour - satisfaction or dissatisfaction (Lussier, 2005). Some of the authors who had worked on the principal concept behind motivation such as Kreitner (1995), Buford et al. (1995), Higgins (1994) were cited in Lindner (1998) defined motivation as the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need and the will to achieve".

For the purpose of this study, the definition of the Society for Human Resource Management (SHRM) is adopted. Thus, following the Society for Human Resource Management (2010) definition, this study working definition of motivation is:

"*The psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles*".

The above definition incorporates the idea of the many possible actions that a person could engage in either to keep trying or give up when faced with roadblocks and obstacles. The adoption of this definition makes it possible to examine the factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. The next section discusses the various forms of motivation.

2.3 Forms of Motivation

Motivation, the drive to satisfy a need and to stimulate people and bring out that natural drive to do a good job ultimately comes from within an individual. People are motivated by a variety of things and the two types of motivation are intrinsic or extrinsic. Intrinsic motivated work behaviour stems from a person's internal desire to do something, and is therefore usually self-applied e.g. pure interest in a project or a positive recognition from colleagues are examples of intrinsic motivation. According to Malone and Lepper (1987), intrinsic motivation is what people will do without external inducement such as hunger, a sense of duty, altruism, and a desire to feel appreciated. Deci (1975) believes intrinsically motivated behaviours are seen when there is no other apparent reward except the activity itself. In Csikszentmihalyi (1975) view, very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by

such a perfect match of task complexity with skill level that people experience some kind of psychological "flow", a sense of merging with the activity they are doing.

Extrinsically motivated behaviour on the other hand is behaviour that is performed to acquire material or social rewards or to avoid punishment. The source of motivation is the consequence of the behaviour not the behaviour itself. Deci (1975) stated that extrinsically motivated behaviours as those where the controlling mechanism is easily seen and Deci and Ryan (1985) stated in their work that extrinsically motivated behaviours are generally done as a consequence of pressure and result in low self-esteem and anxiety. Extrinsic motivated work behaviour stems from such tangible rewards such as pay, bonuses, and promotion among others.

Regardless of whether people are intrinsically or extrinsically motivated, they join and are motivated to work in organizations to obtain certain outcomes. An outcome is anything a person gets from a job or organization. Some outcomes such as autonomy, responsibility, feeling of accomplishment and the pleasure of doing interesting or enjoyable work, result in intrinsically motivated behaviour. Other outcomes such as pay, job security, benefits and vacation time result in extrinsically motivated behaviour.

2.4 Motivation and employee performance

Motivation is the most important factors influential organizational performance. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al., 2009). A motivated employee is responsive of the definite goals and objectives individuals must achieve, therefore individuals direct its efforts in that direction. Organizational facilities will go waste if it lacks motivated people to utilize these facilities efficiently. Employee motivation and performance are key factors in moving a business

forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Organization goal is to develop motivated employees and support their morale regarding their respective works for better performance (Shadare et al., 2009).

2.5 Factors that motivates employees

Motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others. Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful" (SHRM, 2010).

Engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. Extrinsic motivated behaviour includes actions performed with the goal to have material or social rewards, with outcomes such

as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them (Daniel & Metcalf, 2005 cited in SHRM, 2010).

Perry (2006) did emphasize that employees who participate in their organization's decision making processes and who feel that they have a voice in the company have a higher job satisfaction.

Employees are often motivated differently and to develop a work environment that promotes motivation, organizations need to know what is important to their employees and then to emphasize these factors. In fact, some companies and researchers are beginning to look at "work spirituality" - not in a religious sense, but in a sense that what an employee does aligns with his or her greater sense of life and purpose. Aside from monetary gain, work provides people with fulfilment on various levels, from earning a living and "doing good work" to aspiring to a vision and ultimately having an impact on the quality of life. Good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible (Brian, 2013).

How employees are treated is a strong determinant of employee motivation and performance. Lawler (2003) emphasizes that "treating people right is fundamental to creating organizational effectiveness and success. It is also easier said than done." According to Lawler (2003), this includes "a highly complex set of actions on the part of both organizations and employees. Organizations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high-performing." This winning combination for performance requires a partnership between the

organization and the employees. Lawler (2003) states: "One can't succeed without the other. To provide people with meaningful work and rewards, organizations need to be successful. And to be successful, organizations need high-performing individuals. The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying." To describe this mutually beneficial relationship, he uses the term virtuous spiral, a relationship that occurs when the organization values its employees, and in return, workers are committed to high performance.

Performance is carefully noted at all levels of the organization. No matter an individual's title, everyone has the opportunity to lead in some capacity and have a positive impact on performance. Understanding the value that can be achieved through different roles is one way of providing motivation, performance and thus leadership skills. Workers have better results when they can identify with those they serve. Specifically, face-to-face interactions and task significance are key drivers for motivation and performance. Making human connections is critical for motivation, leadership and high job performance. Motivation and performance increase simply by an employee's awareness of the impact of his or her job on others. Llopis (2012) also stated that trust is a powerful motivational tool and those leaders that are more transparent with their employees will find surprising results and new types of opportunities to develop talent.

Every organization is characterized by a particular type of reward structure, often differing from person to person and from department to department. LeBoeuf (1985) stated that "what gets rewarded gets done." If you want more of something in an organisation, simply increase greater reward for that behaviour. If you want less of an activity in an organisation, simply reduce the rewards or increase the punishment or disapproval for that behaviour. People respond to incentives. Money is often the first factor to come to mind, but successful managers will see that as just one

part of a larger picture of incentives that drives employees to excel at their jobs. Some workers will dedicate greater time and effort for the opportunity to increase their pay through raises, bonuses or promotions. Others may be happy to accept a less competitive pay package in exchange for doing work that they enjoy. Maintaining these rewards system motivates many employees to stay with a business and do well in the organization.

Perhaps the most important factor on this list is the ability to advance. Employees are extremely motivated to achieve if this means that advancement awaits them. This requires employees to be mindful of opportunities that lie around, beneath and beyond what they seek. As leaders, you will sustain high levels of motivation from your employees if you can open doors of opportunity and accelerate their chances for advancement. Remember, just because your employees may be relevant, it doesn't guarantee advancement. So make it a point to help them get there. Llopis (2012) stated that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

2.6 Performance

According to Aguinis (2009), performance is about behaviour or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organisational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behaviour.It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences.

There are several variables that determine performance. These variables could be classified as general determinants of performance. For instance, one's qualification can go a long way to enhance his performance. When one goes through education, development and training to acquire a certain level of qualification, it will enhance his working ability all other things being equal. Also, experience is a great asset that can improve an employees' performance. The longer the number of years" experience, the higher the level of performance all other things being equal. Again, quality and style of supervision is a key factor. The use of democratic and autocratic styles of supervision will have varying degree of results given different behaviours of employees. The working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees. The use of protective gadgets and clean working environment could reduce the hazards employees are exposed to at the workplace; the single most important determinant of performance is compensation package. In the absence of compensation, performance levels would be very low compensation could be financial or non-financial may have different levels of motivation and consequently its influence on performance; factors such as tools and equipment can enhance one's performance. Imagine the use of computers, combine harvesters, irrigation system and teaching aids in the production system. Technology has made it possible to have certain tools and equipment that enhance productive activities; and other determinants of performance include support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment (Aguinis, 2009).

Campbell (1990) and Aguinis (2009) have provided their version of performance determinants to complement the general determinants. They suggested that individual differences on performance

are a function of three main determinants: declarative knowledge, procedural knowledge, and motivation. Declarative knowledge refers to knowledge about facts, principles, and objects among others. It represents the knowledge of a given task's requirements. Procedural Knowledge is having certain skills in knowing what to do and how to do it. That is, the employee requires certain technical skills to be able to accomplish a task.

Procedural knowledge also relates to one's intelligence level and physical ability. The third predictor of performance is motivation, the driving force behind every human activity.

Motivation, which refers to "a combined effect from three choice behaviours - choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort" (Campbell, 1990). All three determinants of performance must be present for performance to reach high levels. If any of the determinants has a value of zero (0), then performance also has a value of zero (0). Thus, Performance = Declarative knowledge x Procedural knowledge x Motivation.

2.7 The effects of motivation on employees' performance

The motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees" accomplishments help to satisfy the employees" physiological needs which in turn also increase their performance. These authors (Koch, 1990; Stuart, 1992) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee

16

performance and involves feedback. Positive feedback follows the principles advocated in Reinforcement Theory, which states that behaviour is contingent on reinforcement. Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home (Knippen and Green, 1990).

Theories such as equity has some important implications for ways of motivating people by not underpay, overpay and presenting information about outcomes in a thorough and socially sensitive manner. It states that, companies that attempt to save money by reducing employees" salaries may find that employees respond in many different ways to even the score; those that overpay some employees as a useful motivational technique to increase performance may later realised that when you overpay one employee, you are underpaying all the others. When the majority of the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and widespread dissatisfaction. Hence, the conclusion is that managers should strive to treat all employees equitably; and This suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes). Osei (2011), also agrees with the equity theory that, one of the fundamental issues that is sensitive and critical which can make or unmake any organization is wage or salary determination. Justice, fairness and equity in salary determination, to a large extent, put to rest all the traumas any individual or any organization may experience, and that is highly motivational enough to assess the optimal usage of time and energy.

17

Also, theory such expectancy has several important implications for ways of motivating employees by clarify people's expectancies that their effort will lead to performance, that is by training employees to do their jobs more efficiently and so achieve higher levels of performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviours will lead to what rewards. It is possible for employees to be paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses.

Locke (1968), goal setting theory believes that you can achieve effective performance goals by assigning specific goals; difficult but acceptable performance goals; and providing feedback concerning goal attainment. He further indicated that giving praises, Management by Objectives (MBO), and job-design increases employees" performance. Praise is a motivator (not hygiene) because it meets employees" needs for esteem, self-actualization, growth and achievement. It is most powerful, less expensive, and simplest, yet the most underused motivational technique. To motivate people to high-levels of performance, objectives should be difficult but achievable, observable and measurable, specific, with a target date, participatively set when possible and accepted by employees. Employee who meet their objectives should be rewarded through recognition, praise, pay raises, promotions etc. Many organizations now link pay to meeting goals (Lussier, 2005) and the way the first step in organization design is job design - the process by which managers decide how to divide tasks into specific jobs, for example, McDonaldisation (Jones et al, 2000).

2.8 Theories of Motivation

Theories of motivation stress different factors that contribute to job satisfaction. Both intrinsic and extrinsic motivated behaviour reflect the various theories that can be adopted in an attempt to understand motivation behaviour. Maslow (1946) and Herzberg (1968) are content theorists who stress on the satisfaction of needs. Maslow (1946) and Herzberg (1968) theory focuses on the question of what arouses, sustains and regulates goal directed behaviour that is what particular things motivate people. There is the assumption that everyone responds in much the same way to motivating pressures and that there is, therefore one best way to motivate everybody and it focuses on the needs of an individual.

Vroom (1969), Porter and Lawler (1968) who are process theorists emphasize on the process of motivation and importance of rewards. The process theory on the other hand changes the emphasis from needs as in content theory to the goals and processes by which workers are motivated. They attempt to explain and describe how people start, sustain and direct behaviour aimed at the satisfaction of needs or the elimination or reduction of inner tension.

It focuses on the rewards of the individual. Armstrong (2007) stated that Taylor‟s theory of motivation to work is related to rewards and penalties which are directly connected to performance.

2.8.1 Content theories of motivation

They are group of theories about work motivation that focuses on employees needs as the sources of motivation. A need is a requirement for survival and well-being and motivation of a person depends on the strength of their needs. Maslow (1946) suggested that human needs are arranged

in a series of levels, a hierarchy of importance, usually displayed in the form of a pyramid as shown in Figure 2.1.

Figure 2.1: Maslow's hierarchy of needs
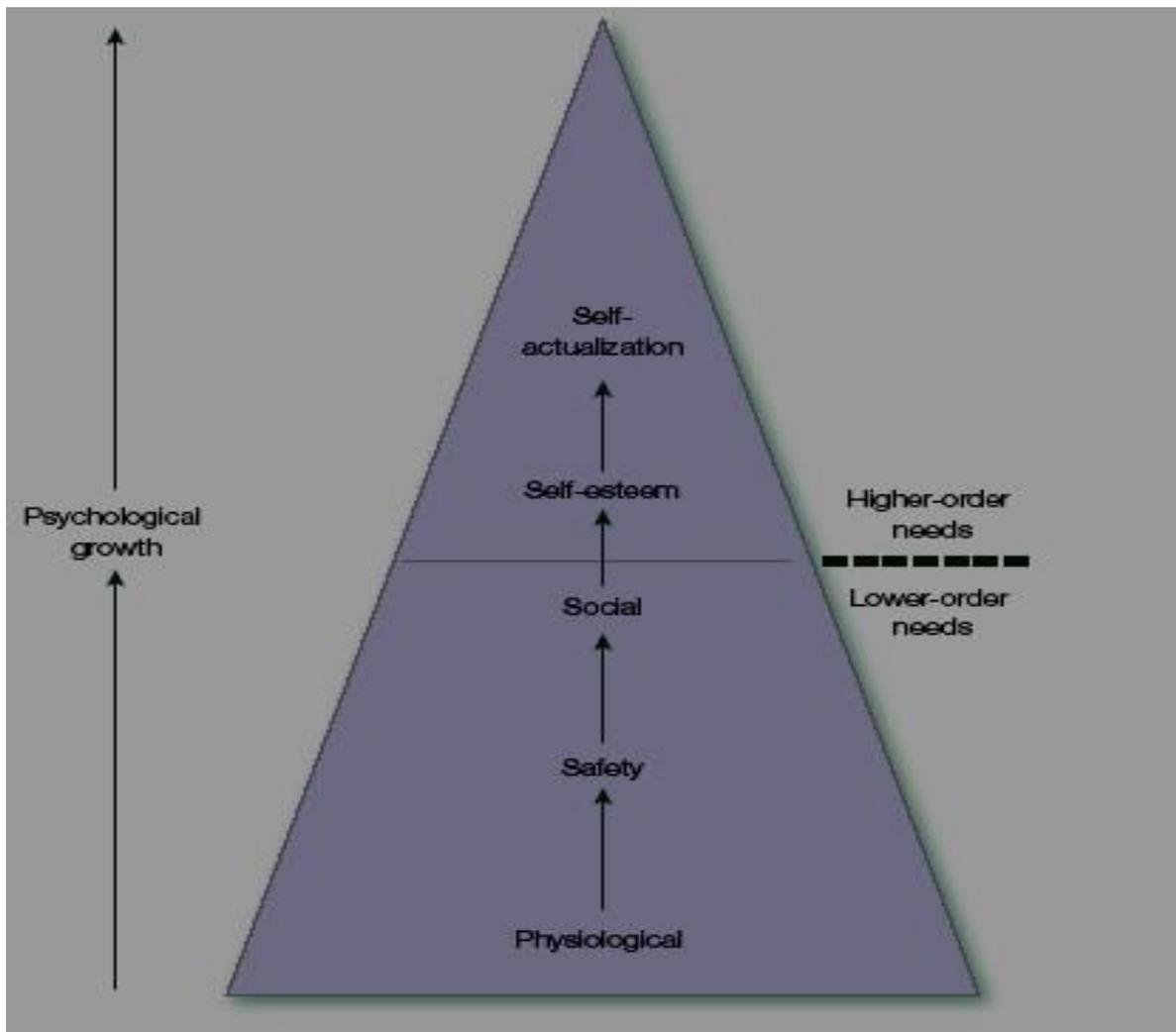
Source: Maslow, (1946)

The lower-level needs (psychological, safety and social) are at first predominant: people's behaviour is directed towards satisfying these needs. Once the lower-level needs are met, people direct their behaviour toward satisfying their need for self-esteem and self-actualization (the

ultimate motivator). Physiological needs i.e. a person's needs for food, drink, shelter, sex and other physical requirements. Safety needs i.e. a person's needs for security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met. Social needs i.e. a person's needs for affection, belongingness, acceptance, and friendship. Esteem needs i.e. a person's needs for internal esteem factors, such as self-respect, autonomy, and external esteem factors, such as status, recognition and attention. Self-actualisation i.e. a person's needs for growth, achieving one's potential, and self-fulfillment; the drive to become what one is capable of becoming. Wahba & Bridwell (1976), found little evidence for the ranking of needs that Maslow described or for the existence of a definite hierarchy at all. Hofstede (1984) described the order in which the hierarchy is arranged (with self-actualization as the highest need) as being ethnocentric. Cianci and Gambrel (2003) reinforces these criticisms in their argument that:

> *"Maslow's hierarchy of needs fails to illustrate and expand upon the difference between the social and intellectual needs of those raised in individualisticsocieties and those raised in collectivistsocieties. The needs and drives of those in individualistic societies tend to be more self-centered than those in collectivist societies, focusing on improvement of the self, with self-actualization being the apex of self-improvement. In collectivist societies, the needs of acceptance and community will outweigh the needs for freedom and individuality".*

In an article by Bennett (2009), he stated that while Maslow's theory has its uses, most modern management experts and psychologists regard it with some suspicion. One obvious criticism is that the hierarchy doesn't take into account acts of selflessness, bravery, charity and heroism.

Herzberg (1968) proposed another well-known approach which is also known as motivator hygiene. This theory implies that there are two different sets of factors, hygiene and motivators or satisfiers, which affect individual motivation and job satisfaction (Ott, 1989). Herzberg (1968), discovered that there were certain factors associated with job satisfaction (motivation factors) which are those factors that are related to the content of one's job and are necessary to maintain a reasonable level of motivation among employees, such as the nature of the work itself, the possibility for growth, responsibility, advancement, recognition and status. A completely different set of factors are associated with dissatisfaction which are referred to as hygiene or maintenance factors. For instance, inadequate monthly salary to employees could cause dissatisfaction at work when hygiene factors are absent. For example, when good relations with supervisors and peers, good pay and working conditions, job security and among others are absent (Herzberg et al, 1959; Ott, 1989). However, a high salary would not necessarily cause job satisfaction. Herzberg (1968) work challenged the central thesis of Taylorism that job satisfaction was one-dimensional, ranging along a continuum from satisfaction to dissatisfaction. Instead, Herzberg (1968) found motivation to be two-dimensional.

Herzberg's (1968) theory has been labelled as the two-factor theory. Moreover, the hygiene factors, if correct, did not cause any dissatisfaction, neither did they motivate workers.

However, when they were not right, they led to dissatisfaction and exerted negative impact. Thus, supervisors ought to look for the motivators. When management provides employees with the motivators such as recognition, acceptance and responsibility, job satisfaction is obtained and motivation is high. If such factors are not right, job satisfaction and therefore motivation will be lacking. Hackman and Oldham (1976) noted that the theory does not allow for individual differences, such as particular personality traits, which would affect individuals' unique responses

to motivating or hygiene factors. Mullins (2006) agrees that the motivation-hygiene theory by Herzberg has extended Maslow's hierarchy of need theory and is more directly applicable to the work situation. Herzberg's theory suggests that if management is to provide positive motivation then attention must be given not only to hygiene factors, but also to the motivating factors.

McClelland (1988) suggests the need to satisfy basic human needs: achievement, power and affiliation. Employees are said to accomplish the most difficult task when they a need for high achievement. Employees with the strong need for achievement tend to set goals that are moderately difficult, to set out feedback on their performance, and to generally preoccupy with accomplishment. Employees differ in the extent to which they experience need for achievement, affiliation and power. The theory is not preoccupied in specifying a hierarchical relationship among the needs but first three motives correspond roughly to Maslow's self-actualization, esteem and love needs.

Many attempts have been made to classify needs because of the long standing debate as to how many categories of needs exist. Some claim there are only two needs while others say there are seven (7) and Existence, Relatedness, and Growth theory is a well-known simplification. Alderfer (1972) reorganizes Maslow"s needs hierarchy into three levels: Existence (Physiological and safety), Relatedness (social) and Growth (esteem and self-actualization). Alderfer (1972) maintains the higher and the lower order needs who agree with Maslow (1946) that satisfied needs motivate individuals. Therefore, based on Maslow (1946) work managers or leaders are expected to meet the lower- level needs of their employees so that they will not dominate the employee's motivational process. Management should get to know the people's needs and to meet them as a means of increasing performance. Unlike Maslow (1946) theory, the results of Alderfer (1972) work suggest that lower-level needs do not have to be satisfied before a higher-level need emerges

as a motivating influence. Existence, Relatedness, and Growth Theory states that an individual is motivated to satisfy one or more basic sets of needs. Therefore if a person's needs at a particular level are blocked then attention should be focused on the satisfaction of needs at the other levels (Mullins, 2006). The links between the need theories is shown is figure 2.2.

Table 2.1 Linking Maslow's, Alderfer's and Herzberg's Theories of Motivation

Maslow's Hierarchy of Needs	Alderfer's ERG Theory	Herzberg's Two Factor Theory
PHYSIOLOGICAL *SAFETY	EXISTENCE	HYGIENE FACTORS
LOVE	RELATEDNESS	
ESTEEM		MOTIVATORS
SELF ACTUALISATION	GROWTH	

Source: Mullins, 2006

2.8.2 Process theories of motivation

They are group of theories about work motivation that attempt to identify the relationships among the dynamic variables which make up motivation and actions required to influence behaviour and actions. The three known theories are: equity, expectancy and goal-setting theory. Adams (1965) formulated the equity approach as an appropriate way to effective supervision and the equity approach is another important means of ensuring motivation of workers. Workers tend to believe in it if the organizational reward system is fair. This theory assumes that people want to be treated fairly and they tend to compare contributions and rewards to those received by others. The equity theory states that people need to perceive equal outcomes for perceived equal circumstances (Ott, 1989). The principles for this theory are that if workers discover that the company does not properly reward them, they will feel dissatisfied and their morale will be lower. The outcome is that they will not work hard anymore or they may choose to depart from the current company. If the workers believe that they are adequately rewarded for what they do, they will maintain the same level of output and performance. On the other hand, if workers perceive the rewards as more than they consider fair, then they will most likely work even harder in the organization.

Victor Vroom (1969) in Ott (1989) came out with expectancy theory, which states that an employee will be motivated to exert a high level of effort when he/she believes that effort will lead to a good performance appraisal, and followed by organization rewards such as, bonus, salary increment or promotion which later satisfy personal goals. Simply put, it means that people are motivated by calculating how much they can get from something, how likely their actions will cause them to get it and how much others in similar circumstances have received (Ott, 1989). The theory is based on three concepts and is also known as valence - instrumentality - expectancy

theory (Huczynski and Buchanana, 2001). The expectancy approach focuses on three relationships. Effort-performance Linkage is the probability perceived by an individual that exerting a given amount of effort would lead to performance. Performance-reward linkage is the degree to which the individual believes that increase in performance will lead to a certain outcome.

Porter and Lawler (1968) in Huczynski and Buchanan (2001) have developed Vroom's expectancy theory into a more comprehensive theory of work motivation. According to their theory, the effort expended on task will depend on the value of rewards for performing the job well and the expectation that the rewards will follow. In this model, what Vroom called "instrumentality" is simply labelled "the expectations that performance will lead to rewards" Again, what Vroom called "the effort-performance link" depends on individual perceptions, abilities and traits and role perception? It also means the degree to which the individual feels that what they are required to do is consistent with the perception of their role. Thus, performance may suffer if one does something, which is not consistent with the job and expertise. The integrative approach of the theory takes into account job satisfaction, which is based on perceptions of intrinsic and extrinsic rewards and also incorporates equity theory. Satisfaction, thus, influences the perceived value of rewards and has a feedback effect.

Locke (1968) introduced the goal setting approach and believes that the intentions to work towards a goal are major sources of work motivation. Basically, the specific goals increase work performance and that is to say that the specific hard goals produce a higher level of output than does the generalized goal of just "do the best". The specific goal itself acts as an internal stimulus and hence provides the motivation force to people. Employees will do better when they get feedback on how well they are progressing toward their goals because feedback helps to identify

any discrepancies between what they have done and what they want to do. Thus, feedback acts to guide behaviour, therefore, the goal setting theory presupposes that an individual is committed to the goal, and is determined not to lower or abandon the goal. On goal-setting theory application, management by objectives (MBO) is one way of doing it (Huczynski and Buchanan, 2001). However, goal setting theory has implications for the design and conduct of staff appraisal system and management by objectives (MBO) methods focus on the achievement of agreed or negotiated performance targets.Some other theories are learning theories which state that managers can increase employee motivation and performance by the way they link the outcomes that employees receive to the performance of desired behaviours in the organization and goal attainments.

Thus, learning theory focuses on the linkage between performance and outcomes in the motivational equation. Hannagan (2002) suggested that at present goal-setting is one of the most influential theories of work motivation applicable to all cultures.

Figure 2.2 Locke's Theory of Goal-Setting

Source: Mullins, 2006

27
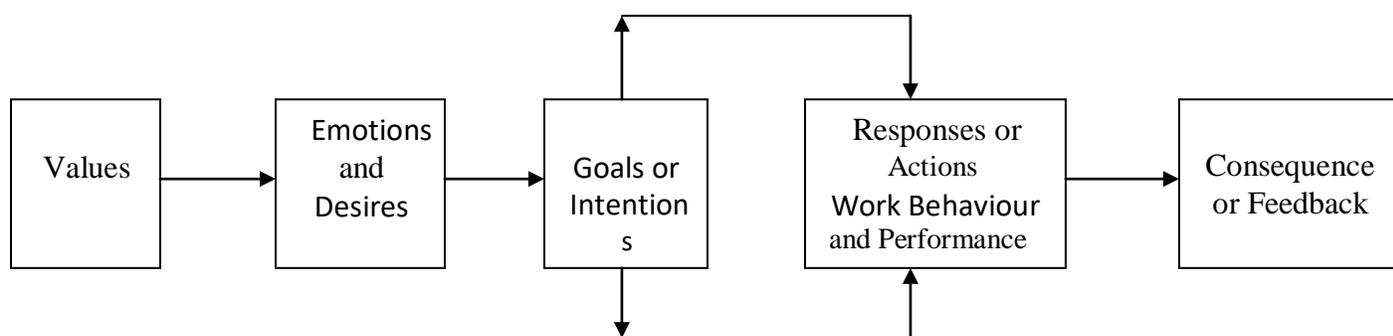
2.8.3 The reinforcement theory of motivation

The reinforcement theories by Skinner (1953) are actually the antithesis of cognitive theories in the sense that the theories do not relate with human thought process. According to Skinner (1953) reinforcement theory, our behaviour can be explained by consequences in the environment, and therefore, it is not necessary to look for cognitive explanations. Instead, the theory relies heavily on a concept called the law of effect that states behaviours having pleasant or positive consequences are more likely to be repeated and behaviours having unpleasant or negative consequences are less likely to be repeated. Cole (2003) argue that, under strict reinforcement theory, an individual's own understandings, emotions, needs and expectations do not enter into motivation, which is purely about the consequences of behaviour. However, modification of the theory (e.g. social learning theory) do allow for the effect of individuals' perceptions of the rewards/ punishments obtained by others as a contributor to motivation.

2.9 Monetary motivators versus non-monetary motivators

According to Ballentine et al. (2009), managers are constantly searching for ways to create a motivational environment where employees to work at their optimal levels to accomplish company objectives. Workplace motivators include both monetary and non-monetary incentives and the purpose of monetary incentives is to reward employees for excellent job performance through money. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for employees (Kepner, 2001).

The purpose of non-monetary incentives is to reward employees for excellent job performance through opportunities and non-monetary incentives include flexible work hours, training, pleasant work environment, and sabbaticals. Industrial and Commercial Training (1975) also in their review of money as a motivator wrote that hard cash as a motivational influence in the work situation took a nasty knock from the behavioural scientists in the 1960s. It was Herzberg (1968), who advanced the doctrine that money is not a motivational factor: increased wages could produce more commitment to production but their effect was declared to be short-lived but commitment and involvement were to come from other factors - the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process.

SHRM also share the idea that different types of reward and incentive programs are effective at motivating employees. To them motivation may be promoted through monetary and nonmonetary rewards. A recent SHRM survey report found that 58% of HR professionals overall indicated that their organizations offered some form of incentive bonus plans: 50% offered a bonus plan to executive employees and 45% to non-executive employees. Incentive bonus plans can promote high performance because the bonus is usually tied directly to company and/or individual performance. In addition, some benefits programs include employee recognition. Seventy percent of HR professionals indicated that their organizations recognized milestones such as birthdays and service anniversaries. More than half of HR professionals said their organizations offered some type of non-cash, companywide performance awards such as gift certificates or an extra day off (Alexandria, 2009). Another research suggests that desired monetary incentives differ for employees based on career stage and generation. Surveys by the American Association of Retired

Persons (AARP) have shown that most workers will work past retirement age if offered flexible schedules, part-time hours, and temporary employment (Nelson, 1999).

Kohn (1993) argues that monetary incentives encourage compliance rather than risk-taking because most rewards are based only on performance. As a result, employees are discouraged from being creative in the workplace. Another argument Kohn (1993) presents is that monetary incentives may be used to circumvent problems in the workplace. For example, incentives to boost sales can be used to compensate for poor management. Employers also may use monetary incentives as an extrinsic rather than an intrinsic motivator. In other words, employees are driven to do things just for the monetary reward versus doing something because it is the right thing to do. This can disrupt or terminate good relationships between employees because they are transformed from co-workers to competitors, which can quickly disrupt the workplace environment (Kohn, 1993).

Generational non-monetary incentive differences are affected by career stage and proximity to retirement. The older the employees, the more the focus are placed on retirement or supplementing retirement income with part-time or temporary jobs. The younger the employees, the more the focus are placed on job satisfaction and the work environment. The bottom line is that incentives must be tailored to the needs of the workers rather than using the "one-size-fits-all" approach, which is impersonal and sometimes ineffective.

Monetary and non-monetary incentives vary in their roles, effectiveness, and appropriateness, depending on the type of incentive. Kohn argues that incentives actually hamper employees and

companies by decreasing employees' motivation, interest, and job satisfaction. A balance between monetary and non- monetary incentives should be used to satisfy the diverse needs and interests of employees. Therefore, performance variables such as employees' qualification, experience, job security, working environment, age, health conditions among others will be used to draw conclusion on the study.

2.10 Conceptual framework

For the phenomenon of motivation and its effects on performance to be studied empirically, there is the need for a conceptual framework that pulls together the concepts of motivation and organisational performance. The conceptual framework, as illustrate in figure 2.3 describes the underlying relationship. Motivation either intrinsic or extrinsic leads to performance and is influence by factors such as salaries, fringe benefits, responsibility, promotion in the organisationnature of work, recognition of work done, opportunity for advancement, working conditions, and relationships with superior and peers. The conceptual framework provides a foundation for focussing specific variables for the study. These variables are based on the literature reviewed on motivation and its effect on employee performance. The conceptual framework of the study is:
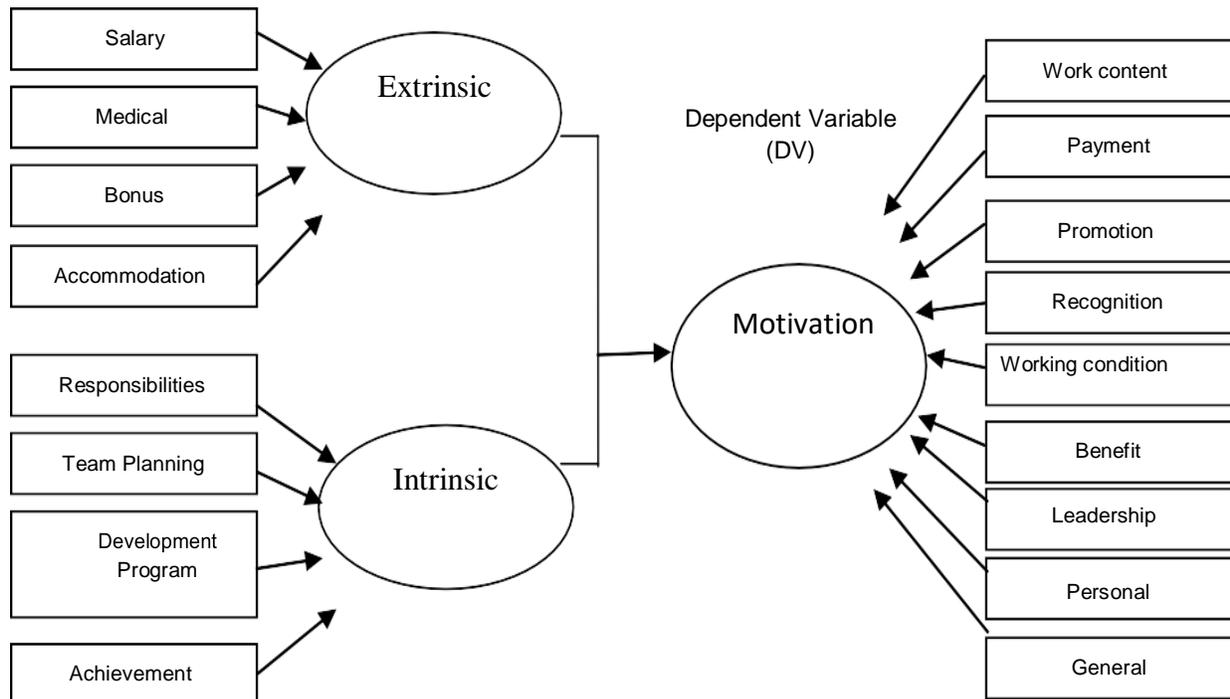
Figure 2.3: Conceptual fremework on employee motivation.

CHAPTER THREE

METHODOLOGY

3.0 Overview

The methods that a researcher adopts for a study have significant implications on the outcome. This chapter looks at the research procedure used in the collection and presentation of field data for the study. The research methods encapsulate the research approach, research design, population and unit of analysis, sample size estimation, sample selection, sources of data, data collection instruments, data collection methods and data analysis.

3.1 Research Design

Leedy (1997:195) defines research design as a plan for a study, providing the overall framework for collecting data. MacMillan and Schumacher (2001:166) define it as a plan for selecting subjects, research sites, and data collection procedures to answer the research question(s). They further indicate that the goal of a sound research design is to provide results that are judged to be credible. For Durrheim (2004:29), research design is a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy.

Due to time frame and cost constrains the researcher only consider quantitative data, that will enable him to best analyze the research question. The reason for using this design was to bring together the differing strengths and non-overlapping weaknesses of quantitative methods (large sample size, trends and generalization), creswell, et al (2007).

For the purpose of this research, the researcher considered the underlining factor mention above to adopt the quantitative data in his analysis. This will enable him to get in-depth and accurate

information on the effect of motivation on employee's performance: a case study at Atwima Kwanwoma District Assembly.

3.3 Population of the Study

Population is the aggregate of all cases that conform to some designated set of specifications (Bloor, 2007). The term, population refers to the complete set of individuals (subjects), objects or events that have common observable characteristics in which the researcher is interested in studying. Cooper and Schindler (2006) also described population as the total collection of elements about which some inferences can be made. The population for the study was made up of management and staff of Atwima Kwanwoma District Assembly in the Ashanti Region, which is also term as the target population for the study.

3.4. Sample Size

Castillo (2009) defines accessible population as the population that forms a subset of the target population. It is from this population that researcher forms the sample from which primary data is gathered for the study. The sample size was estimated using Taro Yamane formula.

$n = N/1 + N (\alpha^2)$;

Where n=sample size

N=total population

α =margin of error at 0.95 Confidence Level

This comprised of 47 staff and 7 Head of department from the various department.

Table 3.1: Population for the study

Department	Number of staff	Number of head of department
Account office	7	1
Marketing	10	1
Pursument unit	6	1
Waste management	6	1
Land management	6	1
Road and car maintenance	6	1
Directors office	6	1
Total	47	7

Source: Field survey, 2019

Therefore, the population for the study was 47 + 7= **54 Respondent**

3.5 Sampling techniques

The researcher enhances that entire population would not necessarily provide more useful results than collecting data from a sample which represents the entire population. Therefore, both probability and non-probability sampling techniques were used to draw the sample for the study. On the probability side, simple random sampling techniques were adopted while purposive sampling was used for the non-probability technique. The simple random sampling is a probability

sampling procedure that gives every element in the population, an equal and independent chance of being selected for the study. The researcher adopted the simple random sampling technique to select staff of Atwima Kwanwoma District Assembly.

Purposive sampling was also used because of the researcher's conviction that these subjects were typically knowledgeable about the issue under study (Creswell, 2005). Purposive sampling is a sampling technique that is not based on probability but the researcher intentionally selects people to include in a study based on the fact that, such people have expert information that would be of immense benefit to the research and also will not mind to be involved in the research (Oliver, 2006). However, the simple random sampling and purposive sampling techniques were employed.

3.6 Sources of Data

Data sources are broadly classified into primary and secondary data. The researcher considered both data, but relies mostly on the primary as the means of data collection mechanism.

3.6.1 Primary Data

The primary sources of data for the study included all information which were collected from respondents from selected department. Primary data collected were from questionnaires administered to staffs and heads of department. Some key advantages of primary source of data collection to a researcher is that it is very reliable because it is from an original source and which is purposely collected for the study.

3.6.2 Secondary Data

The Secondary sources of data collected for the research included brochures, district assembly annual reports, journals and articles written on the motivation of employee's performances. It also included both unpublished and published works related to the study. Readings were made from the internet and libraries that were related to the study. Data collected from the secondary sources significantly complemented primary data and enhanced the interpretation of the results.

3.7 Data Collection Instruments

The data collection instruments that were employed for the study is questionnaire. A pilot study was conducted to test the reliability of the questionnaire. There were no changes to the data-collection instrument as a result of the pilot study. In order to reduce bias one researcher conducted all the data collection mechanism by using a questionnaire, this helped to limit variation in the data collection technique. Open-ended questions were used to orient the participant to the phenomenon examined. Unstructured follow-up probes were used to further explore points as they arose during the survey. Every effort was made to create a comfortable and non-threatening approach. The questionnaire administered were conducted in an emphatic and conversational style (Ashworth & Lucas 2000).

The researcher also responds verbally to questions, participants were invited to write and draw about their experience or conceptions of the phenomenon. This approach helped to put the participant at ease and allowed them time to begin to reflect about their experiences. It also allowed participants to use different channels of communication to stimulate their thinking. Participants were asked to explain what they had drawn or written, which enabled the researcher to probe further to attempt to understand the experience from the participants' perspective.

Two kinds of responses were made available through the questionnaire administration: reflected understandings; and reconstructions of experiences. The answering of the questionnaire will take about ten to fifteen minutes in duration. Full ethics clearance was obtained from the Christian Service University College to Atwim Kwanwoma District Assembly with regards to the research. However, the open ended questionnaire were used by the researcher and those who opted to intersperse English and Twi were not prevented from doing that. Preliminary contacts were made with some of the head of department before the actual administration of the questionnaire were held. And when they showed the willingness to participate, an appropriate time for the data collection was agreed upon. There were intermittent interruptions in the answering of the questionnaire as sometimes, the respondents had to attend to some urgent matters. This was challenging but it gave the researcher another opportunity to look at the responses received and cogitate on the next line of questions and then strategize.

Furthermore, the Justification for using the questionnaire was produced by the researcher to get significant data on the topic in a brief period without influencing the dependability and legitimacy of the information gathered. Structured questionnaire was used as instrument to find out from the staff in the department, the impact of the Motivation on the employee job performance. The questionnaire was chosen because it helped the researcher to reach a large number of people quickly.

3.8 Data Analysis Plan

Data analysis involves a researcher's quest to have a deeper meaning and understanding of the data collected and then interpreting it clearly for everyone to understand (Creswell, 2003). The

data collected from the questionnaires were edited, coded and analysed based on the procedures within the statistical analysis software tool known as the Statistical Package for Social Sciences 20.0. The data elicited from the respondents were first grouped for editing. After the editing, they were coded using numerical values for the variable view of the SPSS Version 20.0.

After this, the data were inputted into the data view to complete the keying process. Then the data collected were changed and explained and put into a tabular form. It was further extracted for the discussion and presentation and in the next chapter. In help to clarify and enhance understanding the data, tables were used to present the data. The data collected was also described statistically using frequencies and percentages to explain the data collected relating to qualification and years of teaching, sex, age, experience of respondents, among others.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the results and related discussions based on the socio-demographic characteristics of the respondents, which hinder the success of employee motivation, the effect of motivation on employee performance, and the reactions of employees of Atwima Kwanvoma District Assembly Motivation Techniques Implemented. All these factors were intended to improve the persuasive techniques used by the district assembly.

4.2 Demographic Characteristics of Respondent.

The actual number of personnel/staff who answered the research questionnaire were 60 respondents representing 100.00% of the sample population. This research was analyzed using cross tabulation, frequencies, and percentages, with potential data presented graphically to illustrate trends and ensure a better understanding of the research.
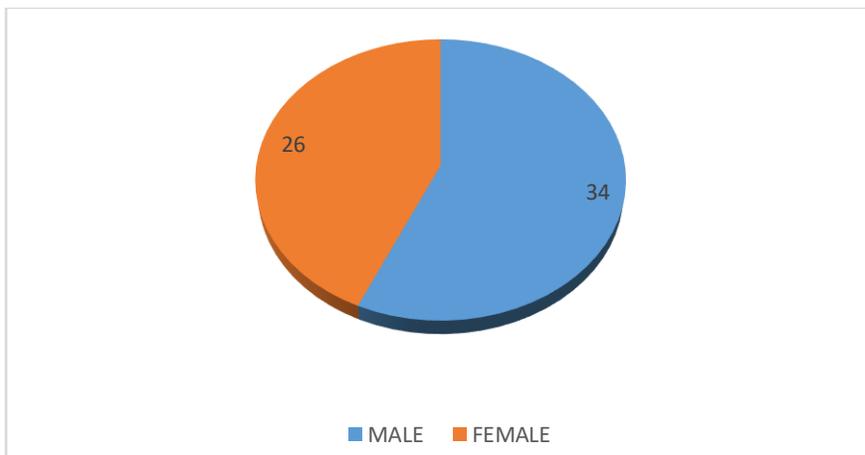
Figure 4.1: Gender of Respondents

Figure 4.1, shows the gender distribution of respondent in the Atwima Kwanwoma District Assembly, the finding reveal that, 34 respondents who were male made up 56.7% of the sample selected for this project. It was also observed that 26 respondents expressed in terms of percentage as 43.3% were women. Statistics show that despite the growing number of men in the Atwima Kwanwoma District Assembly during the survey, women are at the forefront of matters related to the impact of motivation on employee performance in the District. However, there is the possibility that the motivation techniques in the district is skewed towards men leaving women at the disadvantage position.

Table 4.1: Age Distribution of Respondents

Age of Respondent	Frequency	Percent %
Below 30 Years	18	30.0
31 – 40 Years	24	40.0
41 – 50 Years	13	21.7
Above 50 Years	5	8.3
Total	60	100.0

Source: Field Work, 2020.

The age distribution of the respondents participating in this project is shown. As shown in Table 4.1, 18 respondents, representing 30.0%, were under 30 years of age. Majority of the respondents 24 representing 40.0% were in the age group of 31–40 years. The results further reveal that, 13

41

respondents expressed in percentage terms as 21.7% were found to be between the age group of 41–50 years. Those employees whose ages appeared to be above 50 years were 5 represented 8.3%. The above data then depicts very active respondents due to their youthful nature. It also shows that the youthful nature of the district's workforce, when properly channeled, can make an effective contribution to resolving issues related to the impact of incentives in the Altima Kwanwoma district assembly.

4.3 Level of Educational

With regard to the educational level of the respondents, as shown in Figure 4.2 below, it is clear that most of the respondents 30 representing 50.0% had higher education (university degree), 15 respondents Were holders of higher national diploma. 9 of the respondent representing 15.0% were SHS and O' level holders the least educational background of respondent is PhD 3.3%. The researcher's interaction with the respondents also showed that all the speakers at the district meeting had a different ideology regarding employee effectiveness based on the accepted methods of motivation.
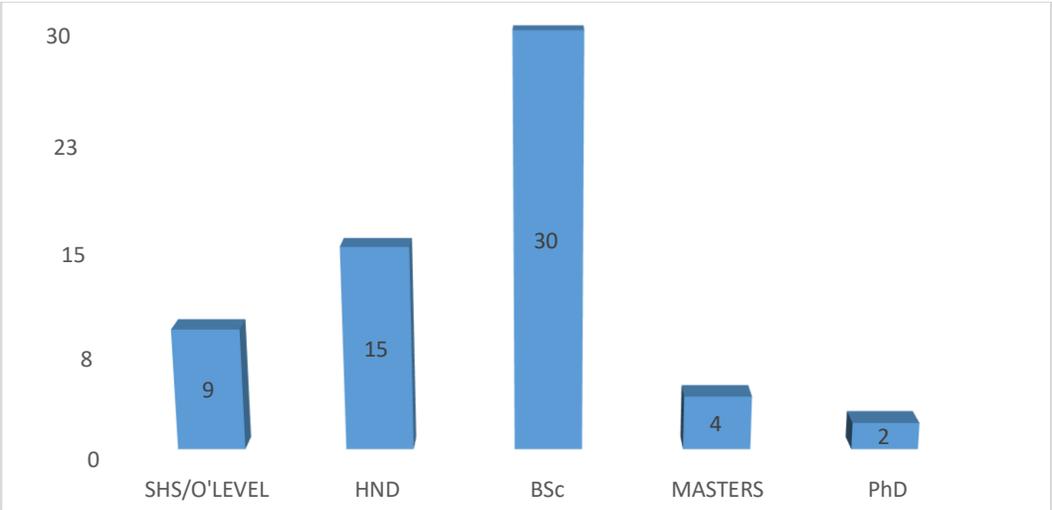

Figure 4.2: Level of Education

4.4 Number of Years Spent Under the District Assembly

Respondents who took part in the research survey had worked with the district assembly for a period of 1-10 years representing 79%. This indicate that, they respond more to the exercise since they were the permanent staff of the Atwima Kwanwoma District Assembly. This respondent worked with the district assembly with appreciable length of time and therefore were in the position to present the situation on the ground.

The remaining 21% had worked with the assembly for barely a year and responses from management was that, majority of them were contract workers, Nabco Personnel and National Service Personnel who have just been posted. This implied that they had not had any experience with respect to management motivational policies.

Table 4.2: Analysis of the Motivational Techniques Adopted by Atwima Kwanwoma District Assembly.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Remarks
I am normally given gift for extra efforts put in the job I do	5 (8.3%)	13 (21.7%)	11 (18.3%)	10 (16.7%)	21 (35.0%)	Strongly Disagree
The district assembly pays me well	9 (15.0%)	16 (26.7%)	11 (18.3%)	18 (30.0%)	6 (10.0%)	Disagree
Any staff who does not perform his work immediate sack	2 (3.3%)	4 (6.7%)	15 (25.0%)	8 (13.3%)	31 (51.7%)	Strongly Disagree
My head normally penalizes me any time I do not do things right	5 (8.3%)	14 (23.3%)	22 (36.7%)	11 (18.3%)	8 (13.3%)	Neutral

Promotions are normally given based on the level services within a number of years	27 (45.0%)	14 (23.3%)	8 (13.3%)	7 (11.7%)	4 (6.7%)	Strongly Agree
I have attended seminar sponsored by the assembly for my training	2 (3.3%)	6 (10.0%)	11 (18.3%)	20 (33.3%)	21 (35.0%)	Strongly Disagree
The assembly normally encourages us to further education	14 (23.3%)	8 (13.3%)	21 (35.0%)	10 (16.7%)	7 (11.7%)	Neutral
Working environment is friendly	23 (38.3%)	16 (26.7%)	9 (15.0%)	8 (13.3%)	4 (6.7%)	Strongly Agree
I normally receive allowance for special duties and overtime on the job	10 (16.7%)	8 (13.3%)	14 (23.3%)	17 (28.3%)	11 (18.3%)	Disagree
My activities in the company is closely monitored	20 (33.3%)	24 (40.0%)	8 (13.3%)	5 (8.3%)	3 (5.0%)	Agree

Source: Field Work, 2020.

The results of the types of motivational techniques adopted by Atwima Kwanwoma District Assembly has been analyzed and presented on Table 4.2 above. The remarks to each variable indicate the techniques being used in the district. It is shown that the employees strongly disagree that they are given gifts for extra efforts put in the job. This implies that incentives are not used in the district at the time of the survey. Moreover, the employees "disagree" that they are well paid, which implies that the salary scale is not attractive. Again, most respondent are uncertain to the fact that, the district assembly encourage them to further their education, this implies that both personnel interact with each other in a friendly manner without any misconduct or bad relationship.

This finding correspond with Akintunde O., (2005) indicating the various ways of motivating workers to achieve higher productivity.

On the other hand, the respondents are of the view that, sack and penalties are not employed by the district assembly, the employees are closely monitored while they work. This findings correspond with Allaerdy J, and Mc Namara,S., where a work force needs assessment in construction industry (2005) Other kinds of motivational technique analyzed are not employed by the assembly such as good working environment, promotions, financial allowances and trainings. Summarily, the main motivational techniques employed in the District Assembly are oppression in forms of close supervision.

Table 4.3: Analysis of Employee Responses to Motivational Techniques Adopted by Atwima Kwanwoma District Assembly.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Remarks
I am normally motivated to work for the assembly	4 (6.7%)	13 (21.7%)	14 (23.3%)	8 (13.3%)	21 (35.0%)	Strongly Disagree
I feel the urge to remain with the assembly	8 (13.3%)	16 (26.7%)	11 (18.3%)	19 (31.7%)	6 (10.0%)	Disagree

Source: Field Work, 2020.

Table 4.3, shows the responses with regards to the motivational techniques adopted by Atwima Kwanwoma District, the finding shows that most of the respondents (that is, 35.0% of the staff) are not motivated to work for the District. On the other hand, the staff (31.7%) feels the urge to

leave the district assembly. This finding correspond with Nnabife E.K., (2009), organizational behavior and management theory.

Table 4.4: Analysis of Factors Hindering the Success of Employee Motivational in Atwima Kwanwoma District Assembly

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Remarks
The motivation from the district assembly help me to meet my needs	5 (8.3%)	8 (13.3%)	7 (11.7%)	31 (51.7%)	9 (15.0%)	Disagree
There is job security in the district assembly	1 (1.7%)	4 (6.7%)	18 (30.0%)	21 (35.0%)	16 (26.7%)	Disagree
The district assembly do appreciate me in my job	2 (3.3%)	14 (23.3%)	13 (21.7%)	23 (38.3%)	8 (13.3%)	Disagree

Source: Field Work, 2020.

The factors that hinder the success of employee motivation in Atwima Kwanwoma District Assembly are analyzed on Table 4.4 above. The results indicate that the motivation strategy from the assembly does not enable employees to meet their own needs. Moreover, there is no job security in the assembly. Besides, the assembly does not appreciate the efforts of the employees. Nevertheless, the outcome of this findings correspond with Robbins, S.P., Judge T.A and Sanghi S.A., Organizational behavior, 12th edition (2008)

46

Table 4.5: Analysis of Effect of Motivational on Employee Productivity in Atwima Kwanwoma District Assembly.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Remarks
The way the company does its management makes me to put in my best always	11 (18.3%)	17 (28.3%)	12 (20.0%)	8 (13.3%)	12 (20.0%)	Agree
Good relationship with co – workers	18 (30.0%)	13 (21.7%)	9 (15.0%)	14 (23.3%)	6 (10.0%)	Strongly Agree
The department/assembly recognize and acknowledge your work	20 (33.3%)	14 (23.3%)	10 (16.7%)	10 (16.7%)	6 (10.0%)	Strongly Agree

Source: Field Work, 2020.

The effect of the motivation techniques on employee productivity in the Atwima Kwanwoma District Assembly are analyzed and presented on Table 4.6 above. The analysis shows that the employees perform their optimum best under the condition they work. This implies that the use of oppression as motivation strategy influences the employees to be productive.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section of the research project summarized the entire project bringing out the finding for each of the research questions in the same sequence as listed in chapter one. The next section dealt with conclusions drawn and recommendations for the study.

5.1 Summary of Key Findings

These study was conducted to determine the effect of motivation on employee performance, with sole aim of establishing a relationship between motivation and employee performance at Atwima Kwanwoma District Assembly. The study was conducted at the district level constituting the population and a sample size of 50 drawn from it. The data collection technique adopted for the study is the questionnaire and interview guide, this are the instrument used for collecting data.

Most of the literature reviewed by the study on motivation theory and practice concentrated on various theories regarding human nature in general and motivation in particular, failing to give anything concrete on the practical aspects of it in the district level.

Respondents who participated in the survey were asked varied questions in relation to employee motivation, forms of motivation, effect of motivation, employees perception about motivational factors that enhances performance and the relevance of employee motivation to Atwima Kwanwoma District Assembly.

Data collected and analysed indicated that, employees when motivated very well are able give their optimum best. The results of the study and its interpretation revealed that; The participants in the survey are dominated by male 34 representing 56.0. with respect to the age categories this

implied that to work at the District Assembly one need to be relatively young and can sit close more than 8 hours to solve issues concerning the district, which means the ages of staff range from 31 – 40 years recording (40%). Most of the respondents about (79%) had worked with the bank for a period of 1-10years, which implied the research achieved its aim, as workers within that range were in the best position to articulate their views better concerning the issue of motivation at the District Assembly. The remaining (21%) had barely spent a year.

Employees disclosed that bonuses motivated them to increase their performance, declaring that the bonuses come at a time when things are hard so to speak, giving them a relief.

Good accommodation was seen by (79%) of the respondents as very vital for optimum performance indicating that having a place to lay your head and having a peace of mind will motivate you to put out your best for the organization than to wake up every morning disorganized and not knowing where to sleep next.

Employees view on ranking of individual need disclosed that human need are not rigid, refuting Maslow"s hierarchy of needs and agreed with Alderfer"s ERG theory indicating that there were gaps between the staffs needs and at a point in time some were overlapping. Individual staff at the Assembly also took exception to the fact that they do not graduate or progress along a particular line rather unconsciously may be obsessed by a higher need, that a lower need may go unnoticed.

Employees perform at the optimum level when they are recognized and appreciated for a good job done by management charging that a pat on the shoulder means more than money to them as they feel accepted.

All these findings put together and reporting the view of employees of Atwima Kwanwoma District Assembly shows that indeed there is a relationship between motivation and performance

at the workplace as all the variables studied pointed to the fact the way employees feel about themselves, their work and treated by management goes a long way to determine their output.

5.2 Conclusions

Worman (2008), writing on 20 ways to motivate your employees without raising their pay asserted that "it is costly mistake to get lost in the false theory that money equals happy employees". Believe it or leave it cash will always be a major factor in motivating people and solid compensation plan is critical to attracting and keeping employees. But the issue is that additional cash is not always the answer to the problem, and in many cases not even the best option therefore the study concludes that. Most staff of Atwima Kwanwoma District Assembly has served the district for a substantial number of years giving them rich experience and the ability to deliberate on motivational issues concerning their work.

The level of trust, respect and high expectation from management and colleagues is not encouraging, bonuses as motivational factors for employees was in the right direction except it did not commensurate with done, and it needs an upward adjustment.

Salaries paid to staff of District Assembly was highly inadequate considering the current economic conditions, having a negative impact on their total performance. Career advancement and promotion at District Assembly was very poor, as over the years consistent and hardworking employees have not risen to the highest positions. Since employees who exhibit gross misconduct are fired based on that. Interpersonal relationship among management and staff was very excellent.

5.3 Recommendations

The study disclosed that, motivation at Atwima Kwanwoma District Assembly has undergone serious and improved changes over the years. Issues of recognition, trust, respect, job security, salaries and bonuses which affect the morale of workers to maximize performance seem to be prevalent everywhere in Ghana. Such uncomfortable condition does not encourage workers to give off their best hence low turnover.

1. The study will entreat management of Atwima Kwanwoma District Assembly to see the urgent need to take appropriate measures if employees of the District Assembly are to achieve the set goals. The commitment and dedication level of staff brings to the fore the need for the addition of employee incentive packages and other motivational strategies. In the light of the revelations of the research, measures are recommended to management to consider current and future actions to be taken in relation to motivation issues;

2. Bonuses of workers/staff should be paid on time to bring a relief to them in the face of untold hardships. Trust and respect should be accorded staff to create a harmonious relationship amongst them to foster collaboration.

3. Management of Atwima Kwanwoma District Assembly should do well to adopt on the spot praise as a medium for recognition and appreciation for hard work for promptness equal effectiveness.

4. Job security should be of top priority to management to ensure the retention of their hardworking and experience employees.

5. Management should monitor closely the attitude, lifestyle and leadership qualities of employees in the District Assembly who for and can handle additional responsibilities be encouraged to

promote increased performance and efficiency. In doing so should identify who they are and match responsibilities to their strengths and desires.

The researcher hopes fervently that if management of Atwima Kwanwoma District Assembly makes frantic efforts and commitment to implement the aforementioned considerations, the District Assembly will in no time become one of the top leading District in Ghana. This will go a long way to enhance the corporate image and the esteem of staffs.

REFERENCE

Ballentine, A. (2009). Non-monetary rewards in the workplace. Retrieved February 10th, 2012 from *www.mightystudents.com/.../non.monetary.rewards.workplace.9716?..-unitedstates* Baron, R. A. (2012). *Behaviors in organisations*. New York: Ally & Bacon, Inc.

Cameron, J., & Pierce, W. D. (2006). *Rewards and intrinsic motivation: Resolving the controversy*. United State: Bergin & Garvey.

Deci, E. L., Koestner, R., & Ryan, R. M. (1975). A Meta-Analytic Review of Experiments Examining the Effects of Extrinsic Rewards on Intrinsic Motivation. *Psychological Bulletin, 125*(6), pp. 627- 668.

Definitions and New Directions. *Contemporary Educational Psychology, 25*,pp. 54-67.

Lawler, E. E. (1973). Employee reactions to job characteristics. *Journal of Applied Psychology, 55*, pp. 259-286.

Lawler, E. E. (2003). *Treat people right*. San Francisco: Jossey-Bass Inc.

Locke, E. A. (1968). *The supervisor as "motivator": his influence on employee performance and satisfaction*. Washington: Heath and Company.

Luthans, F. (1998). *Organisational Behaviour*. Boston: Irwin McGraw-Hill.

Maslow, A. H. (1946). *Motivation and personality*. New York:mHarper.

Ryan, M., & Deci, E. (2012). Intrinsic and Extrinsic Motivations: Classical

Schepers, C., DeGieter, S., Pepermans, R., DuBois, C., Caers, R., & Jegers, M. (2005). How Are Employees of the Nonprofit Sector Motivated? *Nonprofit Management & Leadership, 16*(2), pp. 191-208.

Schultz, D. (1982). *Psychology and industry today*. New York: Macmillan Publishing Co., Inc.

Shafiq, M. M., Mariam, M., & Raza, M. S. (2011). Association between Reward and Employee

        motivation: A case study Banking Sector of Pakistan. *European Journal of*

        Humanities and Social Sciences, 5(1), pp. 165-178.

Vroom, V. H. (1969). *Work and motivation*. New York: John Wiley.

APPENDIX

CHRISTIAN SERVICE UNIVERSITY COLLEGE

BUSINESS ADMINISTRATION (HUMAN RESOURCES MANAGEMENT)

Telephone: +233557336109 Email: nyamekyemary7@gmail.com

THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE (A CASE STUDY OF ATWIMA KWANWOMA DISTRICT ASSEMBLY)

This study is undertaken by a team of student from Christian Service University College in their partial fulfillment in the award of bachelor of business administration under human resources management in the university.

We can assure you that your responses will be treated in the strictest confidence, with the result collected being anonymized and used for statistical and academic purpose only. Kindly note that you are responding to this survey as a staff of district assembly.

The questionnaire has specific instructions to follow and scale to use to indicate your responses, kindly provide responses that represent the reality concerning the issues being studied in this research. Although some statement appears quite similar, they are also unique in many ways, **so kindly do well to respond to each statement.**

Household Characteristics

1. Sex of Respondent   Male {   }   Female {   }

2. Age category of Respondent   below 30 Years {   }   31 – 40 Years {   }   41 – 50 Years {   }   50 Years and Above {   }

55

3. Marital status of Respondent   Single/Never married{   }   Married {   }

Separated{   }   Divorce{   }

4. Religious Affiliation of Respondent   No Religion{   }   Christian{   }   Muslim{   }

Traditionalist{   }

5. Highest educational level of Respondent   S.H.S/O'Level{   }   H.N.D {   }   BSc{   }

Postgraduate degree{   }

6. Job description (status) of respondent in the district assembly   Junior staff {   }   Senior

staff{   }   Casual staff{   }   Nabco personnel{   }   National service

personnel{   }

7. From the scale of 1-5, kindly tick the *Motivational Techniques Adopted by Atwima Kwanwoma District Assembly.*

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am normally given gift for extra efforts put in the job I do					
The district assembly pays me well					
Any staff who does not perform his work immediate sack					
My head normally penalizes me any time I do not do things right					
Promotions are normally given based on the level services within a number of years					

I have attended seminar sponsored by the assembly for my training				
The assembly normally encourages us to further education				
Working environment is friendly				
I normally receive allowance for special duties and overtime on the job				
My activities in the company is closely monitored				

8. From the scale of 1-5, kindly tick the *Employee Responses to Motivational Techniques Adopted by Atwima Kwanwoma District Assembly.*

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am normally motivated to work for the assembly					
I feel the urge to remain with the assembly					

9. From the scale of 1-5, kindly tick the *Factors Hindering the Success of Employee's Motivation in Atwima Kwanwoma District Assembly.*

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The motivation from the company help me to meet my needs					
There is job security in the company					
The company do appreciate me in my job					

10. From the scale of 1-5, kindly tick the *Effect Motivation on Employee Productivity in Atwima Kwanwoma District Assembly.*

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The way the company does its management makes me to put in my best always					
Good relationship with co - workers					
The department/assembly recognize and acknowledge your work					

11. Are you satisfied with the support from the HR department   Highly Satisfied {   }

Satisfied {   }   Neutral {   }   Dissatisfied {   }   Highly dissatisfied {   }

12. Which type of incentives motivates you more?   Financial incentives {   }

Non-Financial incentives {   }   Both {   }

13. How far are you satisfied with the incentives provided by the organization/assembly?

Highly Satisfied {   }   Satisfied {   }   Neutral {   }   Dissatisfied {   }

Highly dissatisfied {   }

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

Influence {   }   Does not influence {   }   No opinion {   }

15. Does the management involve you in decision making which are connected to your

department?   Yes {   }   No {   }   Occasionally {   }

16. What changes can be made to improve the work place environment?

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………