

UNIVERSITY OF CAPE COAST

**MOTIVATION AND PERFORMANCE OF EMPLOYEES OF THE
PRODUCE BUYING COMPANY IN THE WASSA AMENFI WEST
DISTRICT**

PETER KWASI ADDO

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MOTIVATION AND PERFORMANCE OF EMPLOYEES OF THE
PRODUCE BUYING COMPANY (PBC) IN THE WASSA AMENFI WEST
DISTRICT

BY

PETER KWASI ADDO

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Name: Peter Kwasi Addo

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Mr Justice Sakyi Anoff

ABSTRACT

The globalisation of businesses and advancement in Information Communication Technology (ICT) is reshaping the world of work and changing the way employees behave and the way managers manage their employees. Motivating and retaining employees have become an important and complex task for managers. This study sought to examine the effects of motivation on employee performance at the Produce Buying Company (PBC) in the Wassa Amenfi West District (WAWD). It also investigated the factors which motivate employees to join the PBC and assessed employees' level of satisfaction with the conditions of service of the company.

The study employed a descriptive survey design and a sample of 126 respondents of the PBC in the Wassa Amenfi West District through the stratified sampling technique. Questionnaires were distributed proportionately and administered to respondents in seven cocoa districts, in line with the strength of their staff.

The study found that adequate pay and healthy working environment were the dominant factors that motivated employees of the PBC. It was also revealed that the majority of the respondents were satisfied with conditions of service offered by management of the company. Most of the respondents felt that productivity of the company has increased as a result of the motivation they received. It is recommended that management should ensure the timely payment of commissions to ensure that employees are motivated to give off their best.

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DEDICATION

To my family and friends for the love and encouragement.

TABLE OF CONTENTS

Contents	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS	xii
CHAPTER ONE: INTRODUCTION	1
Background to the study	1
Statement of the problem	4
Objectives of the study	6
Research questions	6
Scope of the study	7
Significance of the study	7
Limitations of the study	8
Organisation of the study	9
CHAPTER TWO: REVIEW OF RELATED LITERATURE	10
Introduction	10
The Concept and definition of motivation	10

Sources of motivation	12
Determinants of employee motivation	14
Reasons for lack of employee motivation	16
Employee motivation-the case of organisations in Ghana	18
Theoretical issues	20
Maslow’s Theory of Motivation-Hierarchy of Needs	20
McGregor’s Theory X and Theory Y	22
David McClelland’s Achievement-Motivation Theory	24
Vroom’s Expectancy Theory	25
Aldefefer’s ERG Theory of Motivation	26
Herzberg’s Motivation –Two Factor Theory	26
Job performance	28
Empirical studies	30
Summary	33
CHAPTER THREE: METHODOLOGY	34
Introduction	34
Study organisation	34
Study design	36
Study population	38
Sample size determination	38
Sampling procedure	39
Sources of data	40

Instrument of data collection	41
Ethical issues	42
Fieldwork	43
Field challenges or Limitations to data collection	43
Data processing and analysis	44
Summary	44
CHAPTER FOUR: RESULTS AND DISCUSSION	45
Introduction	45
Demographic characteristics of respondents	45
Factors that motivate employees of the PBC	51
Specific ways in which employees of PBC are motivated	54
Level of satisfaction with conditions of service of the PBC	56
Effects of training programmes on skills and employee performance	60
Summary	63
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND	64
RECOMMENDATIONS	
Introduction	64
Summary of research	64
Summary of key findings	65
Conclusions	66
Recommendations	67
Recommendation for further studies	69

REFERENCES	70
APPENDIX A: Questionnaire for respondents	76

LIST OF TABLES

Table	Page
1 Sample size of respondents	40
2 Age category of respondents	46
3 Level of Education of respondents	49
4 Factors that motivate employees of PBC	51
5 Ways to motivate employee	54
6 Topics discussed during training programmes	61

LIST OF FIGURES

Figure	Page
1 Marital status of respondents	48
2 Working experience with PBC	50
3 Extent of agreement on recognition by superiors	56
4 Extent of satisfaction with conditions of service	57
5 Nature of employees' productivity for the last 6 months	59
6 Extent of agreement with impact of training on job performance	62

LIST OF ACRONYMS

COCOBOD	Ghana Cocoa Board
CMCs	Commission Marketing Clerks
ERG	Existence Relatedness Growth
IFAD	International Fund for Agricultural Development
PBC	Produce Buying Company
SPSS	Statistical Product and Service Solutions
WAWD	Wassa Amenfi West District

CHAPTER ONE

INTRODUCTION

Background to the study

Across the globe, work provides products and services, which represent the basis not only for a company's success, but it is also an important and highly central aspect in the lives of employees (Bassey, 2002). Hence for some people work is a source of great satisfaction, but for many others it is the reason for dissatisfaction. In view of the fact that employees spend a large part of a day at work for 40 to 45 years, it is important that those employees experience positive feelings towards their tasks. Otherwise, it would be a long time to be frustrated, dissatisfied and unhappy, a situation which could affect social life, the physical and emotional health of an individual as well as their performance on the job (Ocran, 2010; Mak & Sockel, 2001).

One critical tool for achieving top results in employee performance is motivation. The act of motivating employees is in the heart of organizations and involves the creation of conditions that encourage workers to achieve a high level of performance (Ajang, 2008). Indeed, success in every organization depends upon the personnel motivation (Bohlander & Sherman, 2001) hence, identifying proficient employees and presenting them rewards (bonus) as a sign of motivation, in order to improve their performance are among the essential factors

in improving performance and attaining the overall goals of organisations (Dartey-Baah, 2011; Ocran, 2010).

Bourne and Bourne (2002) pointed out that an employee, irrespective of if he/she is working in an office or on a bench, will experience his/her tasks, as well as the workday totally differently if the attitudes toward the job are good or if they are bad. They argued further that the employees' feelings toward their work have a significant influence on the success and failure of the company. Thus, during hard times the level of morale within the work force may determine whether a company will survive. In other words, motivated employees contribute to a company's survival (Stajkovic & Luthans, 2003).

Indeed, employees are a valuable resource that may contribute in several different ways to a company's activities, provided that the company gives them an appropriate motivation (Dartey-Baah, 2011). In order to be successful, a company needs employees who act toward the goals of the organisation and have a strong desire to remain in the company (Ayeh-Danso, 2011). Such loyalty and commitment may be generated by motivation. Furthermore, motivation is aimed to achieve increases in work productivity and job satisfaction (Agyenim-Boateng, 2001). As a result of its impact, highly motivated persons tend to work harder and perform more effectively in their jobs than less motivated individuals.

Motivating employees has become the subject of increased importance as research has shown that high motivation by nature leads to higher employee performance (Ayeh-Danso, 2011; Clark 2003; Hume, 1995; Islam & Rasad, 2005). Thus, it is assumed that high motivation has a positive effect

on performance and hence the correlation between motivation and performance is positive.

A well-motivated employee is expected to have a greater impact on the profitability of an organization than one that is unmotivated (Hume, 1995). This implies that work motivation is crucial to boost performance as motivation creates goal-directed performance and maintains performance within the field of the goal to be reached. Consequently, it is not enough for an organization to simply apply motivators in order to achieve high performance; it is also of great importance to eliminate de-motivators (Clark, 2000). This requires adequate knowledge about needs and expectations of employees at work as this represents the basis for their motivation. However, regardless of its panacea, ineffective motivation can bring many problems including, decreased employee productivity, a lessening of an employee's enthusiasm and support for the organization, all of which impact negatively on performance (Islam & Rasad, 2005).

Motivating employees might seem very simple at a first glance. However, generating commitment from employees is highly complex and a difficult task as it may be influenced by personal and organisational factors (Nelson & Quick, 2003). The knowledge about what motivates and satisfies people at work may be essential to generate such commitment from employees. In other words, a company has to be aware of what motivates and satisfies the employees at work in order to stimulate them to perform their job as best as possible and to remain in the company (Locke & Latham, 2004). Moreover, some needs may change over time, getting stronger or weaker. The above conditions call for closer monitoring

by management and the introduction of a variety of motivation packages to employees to secure their interest, improve performance and increase productivity (McShane & Glinow 2003).

The Produce Buying Company (PBC) evolved from the Produce Department of the Ghana Cocoa (Marketing) Board (COCOBOD) in 1981. Initially, it was incorporated as the Produce Buying Division Limited, a subsidiary of the COCOBOD. In 1983, the name was changed to Produce Buying Company Limited. Employees of the company are motivated using a variety of means including monthly salaries, commission sales, bonuses and overtime payments, end of year get-together, end-of service benefits, award schemes and free medical service for staff and their relatives constitute some of the measures put in place by management to motivate employees to improve their performance on the job.

The PBC Ltd has the vision to develop and maintain the company as the most attractive dealer in cocoa, sheanut and other cash crop in the West Africa sub-region. This is to be achieved through its mission that is through the purchase of high quality cocoa/sheanuts from farmers, prepare, store and ensure prompt delivery of the graded and sealed stocks to designated Take Over Centers in the most efficient and profitable manner (Produce Buying Company, 2011).

Statement of the problem

Motivation, good and sound organizational supports are elements which when taken into proper perspective, have the capacity to influence, maintain

and retain employees, thus making them devoted and dedicated to their institution or organization in the face of growing challenges and competition in the business environment (Stajkovic & Luthans, 2003). The issue of employee motivation is therefore an important factor which organizations should deal with satisfactory in the eyes of their employees although reaching a compromise is a tall order.

Motivation has been a major concern for managers of organizations. Motivation is difficult to understand due to the fact there are different factors that exist for employees in a particular organization, because what motivates one worker is different from other employees (Ocran, 2010). This notwithstanding, there is a consensus that motivated employees are willing to devote time to certain level of commitment for a particular objective in an organization (Agyenim-Boateng, 2001).

Moreover, employee needs are changing as the younger generation employees have different expectations to their work than old workers as a result of globalization which has made workforce variations the complex issue of motivation (McShane & Glinow, 2003). Hence policies put in place by management to improve productivity that fail to recognise the changing dynamics of the workforce will ultimately reduce the morale of workers and eventually affect productivity.

As pointed out in the background to this study, the PBC Ltd commands an average market share of 37 percent. Over the years, the company have tried to capture 40 percent market share or more (Produce Buying Company, 2011).

However, this target has eluded the company for a long time. Whilst management of the company feel employee performance is low in terms of employees output to productivity, some employees are of the view that they are not adequately motivated to give off their best on the job. In line with the above observations, this study ought to examine motivation and performance of employees of the Produce Buying Company (PBC) in the Wassa Amenfi West District (WAWD).

Objectives of the study

The main objective of the study was to examine motivation and employee performance at the Produce Buying Company in the WAWD of the Western Region.

The specific objectives of the study were to:

1. Investigate the factors which motivate employees of the PBC
2. Describe specific ways by which employees of PBC are motivated by management;
3. Assess employees' level of satisfaction with the conditions of service of PBC and;
4. Assess the effects of training programmes on the skills and employee performance.

Research questions

The study was guided by the following research questions:

1. What factors motivate employees of the PBC?

2. What are the specific ways by which employees of the PBC are motivated?
3. What are the levels of satisfaction of employees regarding the conditions of service of PBC ?
4. What are the effects of training programmes on employee performance?

Scope of the study

The study was restricted to the employees of the PBC in the Wassa Amenfi West District and centres on motivation and job performance of employees of the company. Hence, issues related to motivation and performance of other cocoa marketing companies and other institutions do not form the focus of this study. Again, other issues that do not bother on motivation and performance are not included in the study.

Significance of the study

It is widely acknowledged that companies that fail to motivate and retain their valuable employees can suffer. Therefore, this study will help managers to understand the needs of their employees and hence maximise employee effectiveness and efficiency in order for the company to gain competitive advantage. The study intends to propose workable solutions to the existing problem of low morale and ensure that employees are reoriented to give off their best to improve productivity.

Again, the study would be a useful reference source for policy makers, human resource managers and other stakeholders involved in designing and implementing policies aimed at motivating and retaining employees. Findings from the study will offer valuable recommendations on how to motivate employees to give off their best on the job.

Finally, is expected that the study would contribute to the existing literature on effects of motivation on job performance and serve as a useful material for students and academics who wish to undertake further research work on motivation and job performance.

Limitations of the study

Ideally, the study should have covered all the operational districts of the PBC in the Western Region and also involve many respondents as possible. However, the constraints of time and logistics prevented a wider coverage in respect of the study area and research subjects. Thus, the study concentrated on the WAWD and 126 respondents where a detailed investigation was conducted to ensure that many of the issues that border on motivation and job performance were brought to light. Consequently, the findings from the study are limited to the WAWD and thus should not be generalised to cover other districts or regions where the PBC operates.

Organisation of the study

This study is organised into five chapters. Chapter one contains the background to the study, statement of the problem, the objectives of the study, research questions, significance of the study and scope of the study. Chapter two focuses on review of related literature on motivation and job performance. Chapter three presents the study methodology and include some discussions of the study design, target population, sample size and sampling procedures, instrumentation, types of data used and procedures for data analysis and presentation. Chapter four contains analysis and discussion of the results of the study while chapter five comprises summaries, conclusions and recommendations for the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

Literature review forms an integral part of the research process. It describes how the proposed research is related to prior research in terms of empirical data and provides the mechanism for critiquing, comparing and contrasting existing studies and how they relate to the current study. It also shows the originality and relevance of the research problem and justifies the methodology of the current research (Sarantakos, 2006).

This chapter presents a review of existing literature related to the research problem. It provides the understanding and insights necessary to develop a conceptual framework on motivation and generate ideas for possible areas of research. The chapter also identifies and critiques a number of studies worthy of further evaluation.

The Concept and definition of motivation

Everyone has motives that are inspired by certain factors that encourage the desire to enhance performance (Kressler, 2003). Motive literally means mainspring and the rationale behind an action. Motivation, a Latin word “movere” means to move. Thus, motivation can be regarded as the activation or energisation of goal-oriented behaviour (Mawoli & Babandako, 2010). According to Nelson and Quick (2003), motivation is the process of arousing and sustaining goal-directed behaviour. On the other hand, Luthans (1998) saw it as the process

that arouses, energizes, directs, and sustains behaviour and performance, while Pinder (1998) classified motivation as the set of internal and external forces that initiate work-related behaviour, and determine its form, direction, intensity and duration.

According to Steers and Porter (1996), the term motivation deals with how behaviour is sustained. For this reason, motivation cannot be discussed without acknowledging the importance of behaviour. Behaviour is what a creature does or says (Steers & Porter, 1996); Behaviour is also defined as what an individual does and how he or she does it (Campbell, 2008). Behaviour is a unique characteristic that differs from one individual to the other and hence each individual will act and react differently to internal or external factors.

A number of implications can be derived from the above definitions. First, motivation is in-built in every human being and only needed to be activated or aroused. Second, motivation is temporal as a motivated person at one time can become de-motivated another time. Hence, individual motivation must be sustained and nourished after it has been effectively activated. Third, the essence of individual motivation in management or an organizational setting is to align employees' behaviour with that of the organization. That is, to direct the employees thinking and doing (performance) towards effective and efficient achievement of the organizational goals (Mawoli & Babandako, 2010).

The crucial role of behaviour in motivation must also be recognised when dealing with issues of employee motivation. This is in view of the fact that behaviour is an attribute of motivation, hence the design of motivational

packages should take into consideration the uniqueness of behaviour as much as possible (Penke, 2009). It must also be noted that the level of motivation varies between individuals and within individuals at different times and in different situations (Robbins, 2005). Hence, at any point in time one's motivation to perform any function does not remain the same.

Sources of motivation

All motivation ultimately comes from a source. The urge to perform any function is triggered by certain stimulus (Jones & George, 2004). The literature classifies the sources of motivation into two: internal or intrinsic motivation and external or extrinsic motivation (Freemantle, 2001; Jones & George, 2004; Kerh, 2004). Kehr (2004) states that motivation can be internal or external and can also be perceived as push or pull in respect of its determinants.

Intrinsically motivated behaviour is behaviour that is performed for one's own sake and extrinsically motivated behaviour is performed to acquire rewards or to avoid punishment (Freemantle, 2001) while according to Jones and George (2004), intrinsic motivation is the key motivation component of employee empowerment and individuals are responsible for achieving their own career success. It is based on positively valued experience that a person receives directly from their work tasks such as meaningfulness, competence, choice and progress.

Ayeh-Danso (2011) explains that external motivators are influenced by social demands and normative pressures. On the other hand, Robbins (2003) opines that extrinsic motivators are based on rewards and punishments controlled

by the organisation. Freemantle (2001) adds that external motivators depend on outside factors to push the individual to complete a task or project. Thus individuals with external motivators are motivated by salary or wages. On the other hand, internal motivators are associated with employees who want to be employed in a particular position by a company whose organisational values and work requirements are closely linked with the individuals' personal values and skills.

Consequently, internal motivation has been found to be linked to reduced employee absence, increased job satisfaction, high level of creativity and a reduced need for direct supervision (Dartey-Baah, 2011). Indeed, employees with internal motivational drives enjoy their work, like colleagues and take pride in performing their task, a situation that often leads to increased productivity and work output. Extrinsic motivators like salary and working conditions are also important but do not give the commitment and excitement that employees want (Ayeh-Danso, 2011). The way a person views the assignments and how tasks, information and decision-making process are organised and managed determines how motivational a job is. Highly motivating work assignments are thus, linked to the internal motivators generated in the individual employee.

Studies have revealed that intrinsic motivation is usually preferred by managers in organisations because of its capacity to instil in employees the sense of belonging and thus boost their morale to increase performance (Agyenim-Boateng, 2001). A manager can thus, try to stimulate the employee intrinsically, but cannot create the intrinsic motivation for that employee. This implies that a

manager should rather try to find out what factors will drive the employee to smile at the company's clients, than simply telling the employee to smile at clients (Freemantle, 2001).

Determinants of employee motivation

There are many things that may motivate employees. Though the individual is unique, there are certain common elements of motivation (Ayeh-Danso, 2011; Robbins, 2003). Studies point to the fact that employees are not solely motivated by money and that employee behaviour is linked to their attitude (Robbins, 2003). Based on Robbin's argument, employers will do themselves a great deed if they acknowledge the relevance of behaviour and attitude in their bid to motivate their employees.

Allen (1998) suggests that key factors including individual differences, job characteristics and organizational practices influences workplace motivation. Allen's (1998) study revealed that individual differences are the personal needs, values and attitudes, interests and abilities that people bring to their jobs. The study suggested further that job characteristics are the aspects of the position that determine its limitations and challenges. Hence, the job description of an employee affects his or her level of motivation because if the individual is performing a task that he or she has no love for, the completion of the task will have a minimal satisfaction and ultimately result in low output which translates into a reduction in productivity.

It must be emphasised that an individual will be better motivated if he or she does something of personal interest. This is not to stay that an individual

will automatically be motivated if he/she pursues a job that personally interest him or her but of course the individual is likely to be better motivated in a job setting of personal interest (Ayeh-Danso, 2011; Robbins, 2003). Besides, if resources that make the performance of task are at the disposal of employees, a motivating atmosphere is created in the first place. For example, if companies procure computer softwares which can make analysis and reporting easier and efficient manner, then to a large extent, the availability and use of the computer software will facilitate work motivation although some staff may prefer the manual way of analysis (Mawoli & Babandako, 2010).

The nature of organisational behaviour also affects the motivation of employees. Motivation packages like financial incentives, goal setting, and participation form part of traditional performance concept (Nyhan, 2000). Hence, Stajkovic and Luthans (2003) argue that firms need to be conscious of three kinds of manners which are critical to their continual functioning.

The first of these manners refer to membership behaviours and involves hiring individuals and maintaining them in the firm. The second is reliable role behaviours which include approved job turnout and carrying out tasks well and whiles the third is innovative activity like an ingenious way of performing tasks not part of core duties. It is not surprising that, when individuals are motivated, the performance of task is easily achieved (Stajkovic & Luthans, 2003). Thus, monetary incentives, social appreciation and feedback go a long way in motivating staff which enhances job performance.

Quite apart from monetary incentives, social recognition and feedback, task significance leads to meaningful work which motivates staff (Nyhan, 2000). Employee participation in issues that affect them can lead to motivation. Agyenim-Boateng (2001) argues that individuals at a senior rank in a firm need to afford subordinates clear roles in other areas of job performance. Perhaps that is why in the view of Stajkovic and Luthans (2003), individuals who have some form of freedom end up being more satisfied, motivated and devoted to the organization. In this vein, collective judgment creates employee's contentment and this toughens employee's commitment to decisions and their faith in the firm (Nyhan, 2000).

Reasons for lack of employee motivation

Managers today complain that their employees are no longer motivated to work. This notwithstanding, some studies have shown that it is rather the managers and organisation practices that are the problems (Mawoli & Babandako, 2010; Robbins, 2003; Stajkovic & Luthans, 2003). For instance, Robbins (2003) contends that when there is a lack of motivation, the problem usually lies in a number of issues including poor selection, unclear goals, inadequate performance appraisal system, unsatisfactory rewards systems and the manager's inability to provide the needed feedback to employees.

Mawoli and Babandako (2010) suggest that a lack of motivation occurs when employees see a weakness in any one of the following three relationships. The first is the relationship between the employees' effort and their performance.

Hence, managers must make sure that employees believe that if they exert maximum efforts in performing their jobs, it will be recognised in their performance appraisal. This is against the backdrop that, in most cases employees do not believe that their efforts will be recognised as performance appraisal systems often fail to take cognisance of such efforts and consequently serve as a de-motivator (Robbins, 2003).

Secondly, the relationship between the employees' performance and organisational rewards is vital. It is the responsibility of managers to ensure that whenever employees perform well, it will lead to organisational rewards (Mawoli & Babandako, 2010). Indeed, many employees see this relationship as weak because the organisation does not give rewards on their performance, hence there is lack of motivation.

In the third place is the relationship between the rewards received and the ones desired. Here, managers must determine whether the rewards that the employees receive are the ones they actually desire (Ocran, 2010). For instance, some employees may want a promotion but instead they are given a pay rise or vice versa. Sometimes, some managers assume that all employees want the same rewards and hence fail to notice the motivational effects of individualising rewards (Ayeh-Danso, 2010). Such a situation will most likely cause low morale and eventually impact negatively on productivity.

Hence it is important for organisations to focus on keeping their employees by considering motivation as a way of reducing employee attrition. However, this does not imply that employee turnover will be absent

once employees are well motivated (Sutherland & Canwell, 2004). Indeed employee performance do not hinge only on motivation as other factors such as logistics, finance and availability of factor inputs also determine performance on the job (Mawoli & Babandako, 2010).

It follows from the above observations that motivation needs to be long lasting and reinforced by rewards and praise. Managers need to maintain employee motivation to ensure a high level of performance and productivity, and to create a working environment where employees will have positive attitudes commitment towards their work (Sutherland & Canwell, 2004).

Employee motivation-the case of organisations in Ghana

Some managers in African organisations particularly Ghana, perhaps because of societal norms and expectations emphasise bureaucratic practices with total reliance on rules and regulations that workers obey without questioning or offering constructive criticisms (Afriyie, 2009; Dartey-Baah, 2011). This culture is prevalent in the Ghanaian public sectors and private sectors. The bureaucratic practice usually creates an impersonal organisational climate, often not conducive to the achievement of organisational goals (Eshun and Duah (2011).

Studies have also pointed out that in Ghana, managers, engaged in bureaucratic practices, are often more interested in exercising absolute power over their employees than in working towards organisational goals and objectives through their employees (Dartey-Baah, 2011; Ocran, 2010). The

managers, as pointed out by Ayeh-Danso (2011), have patronising attitudes towards their employees, criticising them openly, maintain a certain psychological and physical distance from them, and use a legal, rigid and coercive style of management. Employees who work under such organisations or environments are often not motivated to do their work. At best they feel powerless, reluctant, hostile and unable to take initiative of their own (Ayeh-Danso, 2011; Dartey-Baah, 2011; Ocran, 2010).

In spite of this behaviour on the part of some Ghanaian employers and managers in both public and private organisations, managers often complain about the low productivity of their workers. There are also complaints that the workforce is lazy, not committed, indifferent to the product of their labour and are frequently absent from work (Eshun & Duah, 2011). However, the important question to be asked and thoroughly examined is whether managers in Ghana are applying relevant motivation techniques in getting the best out of their workers.

According to Mawoli and Babandako (2010), the African worker is often portrayed as content with just having employment of any kind rather than facing the threat of hunger from unemployment. In as much as the African worker and for that matter the Ghanaian is more interested in getting employment for survival, it is important for managers in Ghanaian organisations to note that employees can be well motivated to work without being perceived as driven purely by the financial benefits that are to be gained because of the work they do (Ayeh-Danso, 2011). To achieve this will require an understanding of the

needs and strategies that will unleash the total commitment of workers in pursuing organisational objectives (Eshun & Duah, 2011).

Theoretical issues

A number of theories, frameworks and models have been used to study motivation and its impact on performance of employees in organisations. This section of the review, presents and discusses some of these theories in the context of how they impinge on employee performance and organisational goals. Key theories reviewed include Maslow's Theory of Motivation-Hierarchy of Needs, McGregor's Theory X and Theory Y, David McClelland's Achievement-Motivation Theory, Vroom's Expectancy Theory, Aldefer's ERG Theory of Motivation and Herzberg's Motivation–Two Factor Theory.

Maslow's Theory of Motivation-Hierarchy of Needs

Maslow (1954) introduced the Theory of Hierarchy of Needs. The Hierarchy-of-Needs theory focused on the idea that human beings are motivated by unsatisfied needs, and that the attainment of a lower need only leads to the quest for the satisfaction of a higher need (Maslow, 1954) Maslow classified human needs into five categories; physiological, survival, safety, love, and esteem. He notes that for a person to act unselfishly, all five needs must be satisfied. He called these needs 'deficiency needs'. As long as humans are motivated to satisfy these cravings, they are moving towards growth, toward self-actualisation

It follows from Maslow's perspective that, in order to present an adequate motivation at the workplace, leaders must be able to identify and understand the active need of the individual. Hence, Maslow's model indicates that fundamentally, lower-order needs like safety and physiological requirements have to be satisfied in order to pursue higher-level motivators along the lines of self-fulfilment. In the form of a pyramid, Maslow classified needs beginning from the bottom through to the apex as physiological needs, safety needs, social needs, esteem needs and self actualisation.

Maslow's theory can be domesticated to the working environment and explain the impact of motivation on employee performance. The theory's profile of a pyramid, the advancing through the sets of needs, underpins commanding repercussions since it postulates that bureaucratic organizations that only try to motivate employees through money or a secure job detain human development to the lower levels of the need hierarchy (Dartey–Baah, 2011).

Inasmuch as Maslow's theory is an important one when it comes to motivation, it is not always true that a basic set of needs should be satisfied before moving on to the higher set of needs. Indeed, there is a contention between physiological needs and safety needs. Hence it does not always follow that a person will always seek to satisfy physiological needs such as food, shelter, health and cloths before seeking safety needs such as securing a life totally away from danger (Mawoli & Babandako, 2010).

McGregor's Theory X and Theory Y

McGregor (1960) considered motivation from the management point of view. He examined management systems and divided management approach into two essential psychological types. The conventional view of management which he terms as Theory X resembles a top down approach to management. He noted that managers who employed theory X approach perceived people as needing direction and control.

In line with Theory X McGregor (1960) made some assumptions including the fact that management is responsible for organizing the elements of productive enterprise-money, materials, equipment, and people – in the interest of economic ends. With respect to people, this is a process of directing their efforts, motivating them, controlling their actions, modifying their behaviour to fit the needs of the organization. Further, McGregor (1960) argued that without active intervention by management, people would be passive and even resistant to organizational needs.

With the assumptions above, management tends to be of two opposing types. On the one extreme end, management tends to be strong, where the methods of directing or managing behaviour involve coercion and threat. On the other extreme end, management approach tends to be soft, whereby the need of management to maintain harmony leads to permissiveness. However, both forms of management types as coercion and threats generate resistance while extreme permissiveness leads to inefficiency and hence are not appropriate for management (Eshun & Duah, 2011).

In addition, both management approaches are wrong because man as a social being needs more than financial rewards at work. He has higher and deeper order of motivation, with the opportunity for self fulfilment topping them. Thus, to understand why the conventional perception is wrong one needs to look at the nature of human motivation.

Human motivation, according to McGregor (1960), is ordered in a hierarchical manner of importance: the physiological needs, safety needs, social needs, ego needs, and self-fulfilment needs. Hence, each lower level of need will continue to remain important until it has been satisfied. Thus a satisfied need is not necessarily a motivator of behaviour but rather a motivator to achieve or fulfil the next level of need. McGregor therefore proposed a shift in perspective by incorporating a humanistic approach through the 'integration of the individual and organizational goals' (McGregor 1960), a perspective he terms as Theory Y.

Largely a bottom-top approach, Theory Y is underpinned by a number of assumptions. One of such assumptions is that the various elements of a productive enterprise (such as: money, materials, equipment, people-in the interest of an economic end) are the core responsibilities of management.

Secondly, people become passive or resistant to organizational needs as a result of their experience in the organization but not because they are naturally passive in nature. Finally, human characteristics, such as their readiness for development, their inward ability of taking responsibilities, their zeal be organizationally oriented are all imbibed in people but it is the responsibility of management to make them recognize and exhibit the potential abilities.

McGregor (1960) notes that a more accurate assumption about human nature and human relation such as the above is essential to managing human relations, motivating employees, and achieving efficiency at the work place. The implication is that motivation is not a one way event. There is the need for management to combine both Theory Y and Theory X and different times and for different conditions to enable employees to achieve increased productivity,

David McClelland's Achievement-Motivation Theory

David McClelland examined motivation from the perspective of achievement. According to McClelland (1961), not everyone is achievement oriented. He notes that some people have a need to achieve whilst other do not. He asserts that the basis of employee motivation includes such factors as achievement, affiliation and power.

According to McClelland (1961), achievement- motivated people are those individuals who have an imbibed desire to always improve upon their status. He notes that such individuals are people who focus on getting things done. These people have the potential of becoming managers but most often are not able to live up to expectation because they are mostly job-oriented and they work to their full capacity.

Without developing their human skills, achievement-oriented people might not make the best managers in an organization (McClelland, 1961). There is likelihood that such job-oriented people, lack interpersonal or human skills which are necessary for effective management (Dartey –Baah, 2011).

Vroom's Expectancy Theory

Vroom (1964) looked at the whole paradigm of motivation in a slightly different perspective. He introduced the Expectancy Theory of Motivation as a function of desirability of the outcome of behaviour. This is also referred to as the path-goal-theory. The theory indicates that rewards are attributed to certain behaviours. Thus, if an individual believes that behaving in a particular way will generate rewards that the individual values or seek, he/she will be motivated to behave in line with what is expected of him or her.

Unlike Maslow, Vroom notes the importance of such factors as effort, motivation and performance in motivation. He stresses that for a person to be motivated, performance and motivation must be linked. Vroom proposes three factors that account for motivation as expectancy, instrumentality and valence.

According to Vroom (1964), expectancy deals with the probability that an outcome will be achieved, that is, putting in more effort will result in an increase in reward. Instrumentality focuses on what you get from what you deliver, that is, receiving a valued outcome after one delivers an expected performance. Valence is the importance or value that the individual places on the outcome. Valence is positive if the individual wants to acquire or achieve the outcome and negative if the individual will like to avoid it. Thus, for a person to be motivated all three factors must be provided by management. If any one of the factors is not present, then the employee will not be motivated (Campbell, 1990).

Alderfer's ERG Theory of Motivation

Alderfer (1972) proposed the EGR (Existence, Relatedness, and Growth) Theory of Motivation in 1972 which is essentially viewed as a review of Abraham Maslow's Hierarchy of Needs. Alderfer (1972) notes that managers need to understand that each employee operates with the need to satisfy several motivators simultaneously. Based on the ERG theory, managers who focus exclusively on one need at a time do not effectively motivate their employees.

Alderfer (1972) uses the frustration-regression principle to explain the impact of motivation on employee performance in the workplace. He notes that regression in employee performance is a result of restricted growth within the work setting and therefore employees tend to regress to fulfilling related needs. Employees may also exhibit the desire for more money or better working conditions when managers fail to satisfy the need for social interaction (Islam & Rasad, 2005). Hence, the interplay between frustration and regression with respect to management response to the needs of employees is a motivator or demotivator at any point in time (Ocran, 2010).

Herzberg's Motivation –Two Factor Theory

Hertzberg (1974) used the critical incidents approach to determine what makes individuals feel good or bad about work and revealed that factors that led to employee satisfaction were vastly different from those that resulted in dissatisfaction. These are classified into motivator factors and hygiene factors which form the basis of his Motivational-Hygiene Model or Motivation-Hygiene

Theory (Hertzberg, 1974). According to Herzberg, these factors explained the relationship between motivation and job satisfaction.

With respect to hygiene, Herzberg argued that the factors which when absent, caused dissatisfaction among employees were the hygiene factors. These factors look at the context within which a job is carried out and other extrinsic issues (Islam & Rasad, 2005). The presence of these factors might not necessarily motivate employees but if absent, may cause dissatisfaction. These factors include salary; working condition; job security; level and quality of supervision; company policies and administrative procedure and; interpersonal relationships at work (Hinton, 2010).

On the other hand, motivating factors were those that could motivate the employee to improve on their work performance. These factors, which he termed as intrinsic, are primarily concerned with the content of the work, and the way in which it comes together to form a meaningful whole. Herzberg asserts that in order for managers to achieve improved performance, they need to include certain factors in the job setting in order to develop intrinsic motivation with the workforce. These factors include achievement, recognition, growth or advancement and interest in the job (Hinton, 2010).

Motivation factors result from internal instincts in employees, yielding motivation rather than movement. According to Herzberg (1959), both hygiene and motivation approaches must be done simultaneously. He points out that the lack of positive levels in the hygiene factors does not lead to de-motivation, but rather, to dissatisfaction.

The review of the theoretical issues underpinning motivation gives an indication that various theorists have attempted to explain the issue of motivation from different points of view. One recurring issue is that everyone is motivated by one factor or the other. Motivation is thus the means through which people achieve performance and are all routed in the cognitive processes of what is expected, valued, and received. For managers to motivate employees therefore there is the need to understand these processes in order to come up with appropriate reward programmes for effective motivation.

Job performance

Job performance has been defined from various perspectives. Robbins (2001) defined job performance to include short term economic achievements that sustain every related party's needs. Robbin's (2001) definition is a reflection of employees' working status and relates to the level of employees' achievement. It means performance is an index of employees' productivity.

Borman and Motowidlo (1993) defined job performance as individual's behaviour related to organization's goals and this behaviour can be evaluated by the individual's contribution to the organization's achievement. Campbell (1990) defined job performance as an individual's behaviour while working on the task to reach organization's expectation or policy, or formalize the role required. The above definitions point to the fact that job performance is a measure of employees' contribution to the organization which can be depicted in the form of input, output or productivity.

The literature identifies a number of factors that affect job performance. For instance, Hsieh (2010) suggested that there were three factors that would affect an employees' job performance which were job motive, skill and ability, and the role consciousness. Conversely, Shanker (1996) classified performance into the categories of in-role behaviour and extra-role behaviour. In-role behaviour is defined formally in the system of the organization. This implies employees must follow the organization rules and job description while working.

Hinton (2010) states that organisations performance can be divided into hard performance and soft performance. Hard performance indicates the sales amount, net profit, productivity, commission and service provided. It is more of the evaluation of quantity. Soft performance indicates the supervisor's evaluation, self consciousness, and some other evaluation related to quality performance. Blumberg and Pringle (1982) suggested that former scholars neglected the effects of environmental factors on job performance and their studies were not able to explain the complicated job performance situation in the working field. They suggested a model of three factors which explained how the combination of capability, willingness, and opportunity effects on job performance.

Venkatraman and Ramanujam (1986) also suggested three different achievements including financial performance, business performance, and organization performance. On the other hand, Robbins (2001) grouped working performance into employee's achievement, employees' working behaviour, and employee's characteristic. He also alluded that the essences of performance are efficiency and effectiveness (Robbins, 2001). Indeed, the overall goal of the

human resource unit of every organisation is to ensure effective and efficient utilisation of its human resource, in this case employees. Consequently, it is vital to motivate employees as means of ensuring increased or sustained productivity.

Empirical studies

A number of studies have been conducted on the effect of motivation on employee performance. Mawoli and Babandako (2011:01) evaluated staff motivation in an academic setting. The study, conducted on staff of Ibrahim Badamasi Babangida University, Lapai, Nigeria sought to ascertain academic staff level of motivation, dissatisfaction and performance at work. Other objectives were to assess the academic staff level of dissatisfaction with their working environment, ascertain academic staff level of satisfaction and/or motivation at work and; evaluate academic staff level of teaching performance.

The study employed a survey design to collect data from academic staff. Using Guilford and Flruchter (1973)'s formula for estimating sample size, a total of 141 or 64 percent of the academic staff of the University were sampled out of a population of 219. Primary data were collected from respondents using a closed-ended questionnaire. Descriptive statistical tools such as frequency, weighted score, mean and standard deviations were used to analyse the research objectives.

The results indicated that academic staff are very highly motivated on each of the five motivational factors - work itself, achievement, responsibility, recognition, and advancement. The study also revealed that academic staff are

very highly motivated at work and also highly contented with the working environment. This could be as a result of high motivation among the academic staff of the University. Since a motivated person is always ready to act (Kotler & Keller, 2010), the action of the motivated academic staff has been manifested in the form of adequate teaching of students. It was therefore recommended that universities and other tertiary institutions should take the issue of academic staff motivation seriously to facilitate effective teaching and delivery of knowledge.

The study concluded that working conditions in Ibrahim Badamasi Babangida University are very encouraging thereby boosting academic staff contentment on the job. Essentially, the University's commitment to academic staff motivation is overwhelming and remarkable. The impressive working conditions and outstanding employee motivation have benefited the University in the form of high academic staff performance and productivity.

In another study conducted by Amerley –Okorley and Boohene (2012) on the topic “determinants of bank staff motivation in the Cape Coast Metropolis”, the study sought to determine the factors that influence bank staff motivation in the Cape Coast Metropolis. In specific terms, the paper aimed at analysing the variance explained by variables in staff motivation as well as determining whether there are statistically significant differences in the levels of the factors that affect staff motivation.

The survey design was used for the study. The population of the study consisted of a total of 96 members of staff drawn from eight commercial banks in

the Cape Coast Metropolis. The census technique was employed to sample respondents for the study. Questionnaires were used to gather data from the respondents. Descriptive statistics was used for mean levels of the factors whilst independent (sample) t-test was used to determine the differences between the levels of the factors.

The results revealed that bank staff had high (mean) levels in the factors that motivate them including recognition (4.40), role clarity (4.40), supervision (3.95) and perceived competence (3.84). However, the bank staff had an average level of job satisfaction (3.25). The results also showed that statistically significant differences ($p < 0.05$) existed in the levels of factors that affect bank staff motivation. Thus, it was found that staff motivation is affected by job satisfaction, perceived competence, supervision, recognition, and role clarity in increasing order of importance.

The study revealed that although differences existed between supervision and perceived competence as well as recognition and job satisfaction, these differences were not statistically significant. The finding imply that a staff who perceives him/herself to have high competence might not need strict supervision and a staff who has a high level of recognition may tend to be satisfied with his/her job and the reverse may also hold.

It was also found that recognition and job satisfaction, stood out as major determinants of motivation of the bank staff in the Cape Coast Metropolis with 99 percent significance. The implication is that workers whose efforts are recognised and are satisfied with their job will exhibit a much higher level of motivation.

With respect to summary of the study, recognition and job satisfaction came up as the factors (determinants) that significantly influence the motivation of bank staff in the Cape Coast Metropolis. There were also found to be significantly related to staff motivation. The study concluded that improving staff recognition and job satisfaction will significantly lead to high level of staff motivation and subsequently performance among banks in the Cape Coast Metropolis.

Summary

In this chapter, the concept of motivation, sources as well as key factors that influence employee motivation have been reviewed. Theoretical issues and some empirical studies that border on motivation and performance were also discussed. It must be emphasised that dealing with motivation is a complex task, many studies have researched into motivation and performance but there is no single and clear strategy to employee motivation and performance. To achieve success in an organisation requires adequate and effective motivation of employees in order for them to perform efficiently and improve productivity.

CHAPTER THREE

METHODOLOGY

Introduction

Research methodology provides a systematic and deep insight into the problem and facilitates extraction of scientific and logical explanation and conclusion. The methodology of a research gives the work plan of the research (Creswell, 2003). By so doing, methodology in research helps to build new frontiers of knowledge. This chapter describes the methods, procedures and approaches used to conduct the study. In order to achieve the objectives of the study, a combination of methods and procedures were adopted to investigate the various aspects. These include the study organisation, study design, study population, sampling and sampling procedure, data collection, instrumentation and procedures for data analysis and presentation.

Study organisation

The Produce Buying Company (PBC) evolved from the Produce Department of the Ghana Cocoa (Marketing) Board (COCOBOD) in 1981. Initially, it was incorporated as the Produce Buying Division Limited, a subsidiary of the COCOBOD. In 1983, the name was changed to Produce Buying Company Limited. Employees of the company are motivated using a variety of means including monthly salary, commission sales, bonuses and overtime payments, end of year get-together, end-of service benefits, award schemes and

free medical service for staff and their relatives constitute some of the measures put in place by management to motivate employees to improve their performance on the job.

The PBC Ltd has the vision to develop and maintain the company as the most attractive dealer in cocoa, sheanut and other cash crop in the West Africa sub-region. This is to be achieved through its mission that is through the purchase of high quality cocoa/sheanuts from farmers, prepare, store and ensure prompt delivery of the graded and sealed stocks to designated Take Over Centers in the most efficient and profitable manner (Produce Buying Company, 2011).

In terms of its structure, the Company has a Board of Directors under whose watch it operates. It has a Managing Director who is responsible for the day to day administration, supported by two Deputy Directors (Operations and Finance & Administration). It operates with seven (7) Departments, namely Research, Monitoring and Evaluation, Accounts, Human Resource, Haulage and Technical, Audit, General Services and Legal headed by various Managers who support Executive Management in the day-to-day operations (Produce Buying Company, 2011).

The PBC operates in all the cocoa growing regions, namely Ashanti, Brong Ahafo, Central, Eastern, Volta and Western. The Company also operates in the three Northern Regions in the sheanut sector. The company operates through District Managers who are supported by Accountants and Depot Keepers. Depot Keepers supervise the purchase of Cocoa and sheanuts by Commission Marketing Clerks (CMCs) or purchasing clerks, who are agents stationed in over 5,000

societies or buying centers in ninety seven (97) operational districts in the cocoa and sheanuts growing regions. They are the company's frontline field operatives who deal directly with the farmers and organize purchases of the cocoa and sheanuts (Produce Buying Company, 2011).

The PBC since its privatization and subsequent listing on the Ghana Stock Exchange has operationally performed creditably though not without some challenges. In spite of the keen competition from other licensed buying companies, the PBC Ltd commands an average market share of 37 percent (Produce Buying Company, 2011).

Research design

Research design can be explained as a process or a plan that enables a researcher develop and execute a research agenda, including the topic selection and answering questions of why and how a particular problem will be scientifically investigated to its logical conclusion. Types of research designs include descriptive research, explorative research, case study research, etc (Sarantakos, 2006).

The study employed the descriptive design to conduct the study. Descriptive research design is a scientific method which involves observing and describing the situation of a subject without influencing it in any way. Neuman (2003) views descriptive design as representing "a picture of the specific details of a situation, social setting or relationship". Descriptive designs are used to gain more information about a particular characteristic within a particular field of

study. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collected. Creswell (2003) supports the use of descriptive design because it helps to describe, explain, and validate findings of studies. This is done by merging creative exploration and organising the findings in order to fit them with explanations, and then test or validate those explanations.

The descriptive design has been criticised for being narrow in scope and limiting analysis of events, concepts and theories to only what they are without exploring the in-depth components of such concepts (Creswell, 2003). Notwithstanding the criticism labelled against descriptive design, the method is found to be most appropriate for the study. This is largely due to the fact that the design is considered to be relatively easy to conduct because data are fairly easy to obtain and interpret by the use of simple descriptive statistics (Sarantakos, 2006).

The method also has the advantage of producing good responses from a wide range of respondents including workers and management of the PBC. In addition, the method provides a clear description of events and tries to explain people's perceptions and behaviour on the basis of data collected. Hence, the design helped to unearth the effectiveness of motivation as an important tool for satisfying workers and enhancing productivity in the PBC.

Study population

The population comprised all workers of the PBC in the WAWD of the Western Region. However, for the purpose of the study, an accessible population comprising field staff and managers were used. With respect to cocoa production and marketing, the PBC have categorised the WAWD into seven (7) cocoa districts viz: Asankoragua A, Asankoragua B, Samariboi A, Samariboi B, Samariboi C, Agona Amenfi and Manso Amenfi. Data available at the District Office of the PBC indicates that as at May, 2012, the company had a staff population of 388 workers in the WAWD. Out of this, 350 were males while 38 were females.

Sample size determination

In order to obtain a sample size which is representative of the study population, the International Fund for Agricultural Development (IFAD, 2009) formula for determining sample size was applied.

IFAD sample size formula:

$$n = \frac{t^2 \times p(1-p)}{m^2}$$

where:

n = required sample size

t = confidence level at 95 percent (standard value of 1.96)

p = estimated proportion of the study population with similar characteristics.

m = margin of error at 5 percent (standard value of 0.05)

With the (z) statistic being 1.96, degree of accuracy (d) set at 0.05 percent and the proportion of the study population with similar characteristics in respect of their views on motivation by the PBC (p) set at ninety one (91) percent which is equivalent to 0.91, this is coming the proportion of male to female staff, the sample size for the study was calculated as follows:

$$n = \frac{1.96^2 \times 0.91(1-0.91)}{.05^2}$$

$$n = \frac{3.8416 \times 0.0819}{0.0025}$$

$$n = \frac{0.31462704}{0.0025}$$

$$n = 125.850816 \sim 126$$

The calculated sample size (n) of 126 respondents was contacted for the study.

Sampling procedure

Probability techniques were used to select respondents from the seven cocoa districts. This was done to ensure that each worker has an equal chance of participating in the study. The stratified sampling technique was used to allocate respondents to the seven cocoa districts. Hence, the sample size of 126

respondents was distributed proportionately among the seven cocoa districts in line with the size of their staff population as indicated in Table 1. In getting the shortlisted respondents for each cocoa district, the lottery method of the simple random sampling technique was employed. Thus, a list containing the names of workers in the district was obtained. The names were then written on pieces of papers, folded and put into a bowl and then randomly selected. This procedure was done repeatedly until the sample assigned to each community was exhausted. Table 1 shows the distribution of respondents.

Table 1: Sample size of respondents

District	Population	Sample	%
Asankoragua A	88	29	23
Asankoragua B	76	25	20
Samariboi A	64	21	17
Samariboi B	58	19	15
Samariboi C	46	14	11
Agona Amenfi	32	10	8
Manso Amenfi	24	8	6
Total	388	126	100

Source: Produce Buying Company (2012)

Sources of data

The administration of questionnaires formed the basis of the primary data collection. The questionnaire focused on generating data on the background characteristics of respondents, factors that motivate workers, their level of

satisfaction with the conditions of service provided by the PBC and the effects of training programmes on the skills of employees in line with the changing market demand as well as measures to ensure adequate motivation and improved performance.

In addition, secondary information from published and unpublished sources including official documents from the PBC and the COCOBOD provided useful information that helped to review related literature on motivation and performance.

Instrument of data collection

The questionnaire was used to collect data for the study. The reason for using questionnaire is that it affords respondents the opportunity to express their views and opinions regarding motivation and productivity in writing. Besides, questionnaires are also known to be quite valid and reliable if well constructed (Sarantakos, 2006). Thus, as staff of the PBC, all the respondents can express their opinions in English language, hence the use of questionnaires.

The instruments comprised a mix of open-ended, close ended and Likert scale questions. With respect to questions that require a 'yes' or 'no' response, the instrument provided an opportunity for respondents to explain the response they chose.

The questionnaire was categorised into five sections. Section A focused on the demographic characteristics of respondents, while section B centred on the factors that motivated employees and the specific ways in which they were

motivated by management of the PBC. In section C, the instrument sought the views of respondents on their level of satisfaction with the conditions of service offered by the PBC. The effects of training programmes on employee performance was contained in section D, with the final section, section E devoted to suggestions on how improve productivity of the company.

Ethical issues

Much attention was given to ethical issues when collecting data from the field. Key among these included informed consent, confidentiality and anonymity.

With respect to informed consent the research team identified themselves to respondents and other stakeholders including the community chiefs, elders, assembly members and the heads of the cocoa districts so as to avoid any false impression that is likely to be created in the minds of respondents. In addition, the purpose of the study was also explained to respondents for them to get clear understanding of the study. Lastly, the nature of the questionnaire was made known to respondents for them to have clear picture and idea about how to answer the questionnaires and participate fully in the study.

On confidentiality, respondents were informed and assured that the information given by them will solely be used for the purpose of the study but not for other matters. Furthermore, respondents were informed that the information given will not be made available for other people for any reason.

To ensure anonymity, all forms of identification including respondent names, addresses and telephone numbers on the questionnaires were avoided during the study.

Fieldwork

The actual field work took two weeks, between 5th and 18th November, 2012. In each of the cocoa districts, the questionnaires were administered by the researcher on the respondents. Hence, respondents were supplied with the questionnaires for them to complete and return them to the researcher. In some cases, some respondents could not complete the instrument immediately. Under such circumstances, they were allowed one day to complete the instrument where the researcher went for it the following day.

Two days each was spent in collecting data in districts with more than 20 respondents namely Asankoragua A, Asankoragua B, Asankoragua C, Samariboi A and Samariboi B. For districts with relatively small sample that is Samariboi C, Agona Amenfi and Manso Amenfi, the researcher used a day to administer the instrument. Two additional days were used to conduct a mop-up as some respondents could not complete the questionnaire within the time allotted to them. This helped to retrieve most of the instruments.

Field challenges or Limitations to data collection

In the course of the fieldwork, some respondents showed open discontent and unwillingness to participate in the study because they perceived the study as a

research being conducted by the management of the PBC and felt they could be victimised for making comments that went against management. To address this challenge, the researcher explicated the objectives and purpose of the research to the respondents. The researcher also impressed upon them the importance of the research and how it could serve as platform for them to contribute to strengthen employee motivation and performance in general.

Data processing and analysis

The data collected from the field were cross-checked and edited to ensure that there are no mistakes in the responses and that the information given is relevant. The data were then coded and fed into the computer using The Statistical Product and Service Solutions (SPSS version 16.0) software. Descriptive statistics tools from SPSS were employed to process and analyse the instruments. Specifically, they were used to obtain the means, cross tabulations, frequencies and percentages of the variables used in the study. The data were then presented in the form of frequencies and percentages, using tables, figures and diagrams.

Summary

This chapter presented the methodological issues in respect of study. It also outlined the various procedures applied to select respondents for the study as well as the instruments used to collect data for the study. The chapter discussed the tools used to analyse and present the data collected from the field. Key ethical issues bordering on the study have also been dealt with in the chapter.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the data and discusses the findings of the study. The findings are presented under five broad sections in accordance with the specific objectives of the study. The first section of the analysis dwelt on the socio-demographic characteristics of the respondents, while the subsequent sections focused on the specific objectives of the study. The analysis is based on 86 respondents that took part in the study.

Demographic characteristics of respondents

This part summarises the demographic characteristics of the respondents. They include sex, age, marital status, education and occupational distribution of respondents. The results are presented using tables, percentages and frequencies and figures for a good visual display.

Sex of respondents

The study sought to find out the sex of the respondents. The results showed that 91 percent of the respondents that took part in the study were males while 9 percent were females. This means that they the majority of the employees of the PBC in the study area were males. The above finding follows the assertion made by Ayeh-Danso (2011) that in Ghana male employees dominates in most of the companies involved in purchasing and processing of cash crops. The PBC is

typically engaged in the purchasing of cocoa which is a physical activity and quite tedious.

Age of respondents

The age of the respondents ranged from 28 to 64 years. More than half of the respondents (54 percent) were found to be between 40-49 years. This was followed by 32 percent in the 30-39 age cohort. Six percent of respondents were in the 50-59 age cohort, while five percent were within 20-29 age cohort. Table 2 gives a detail account of the age of the respondents. The results show that the majority of the respondents belonged to the 40-49 age cohort.

Table 2: Age category of respondents

Age	Frequency	Percent
20 – 29	4	5
30 – 39	28	32
40 – 49	46	54
50 – 59	5	6
60 – 69	3	3
Total	86	100

Source: Fielddata, 2012

Marital status

Marriage is an important social obligation that exerts pressure on career professionals. This is in view of the responsibilities that come along with managing the home and family as well as engaging in economic activities to earn a living. Figure 1 present a summary of respondents' marital status. The results show that nearly half (48%) of the respondents were married, 28.5 percent were divorced, 13.5 percent were single while 10 percent were widows.

That is generally to be expected especially in Ghana where marriage is a very important social obligation and therefore those who have a career or employment may face some pressure from the public and the family to marry. This also implies that respondents that are married will expect to receive adequate rewards (monetary and non-monetary) so as to enable them take care of the needs of their family as asserted by Dartey-Baah (2011).

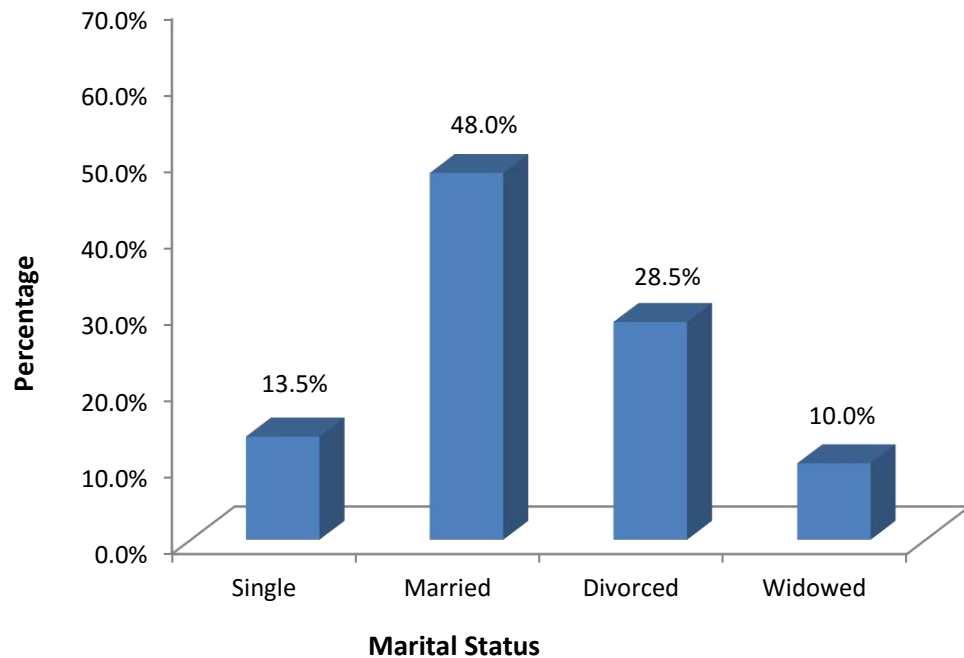


Figure 1: Marital status of respondents

Source: Field data, 2012

Level of Education

Education is a crucial variable because it helps in the acquisition of knowledge and the application of basic concepts, skills and regulations. Since the focus of the study was to examine the effects of motivation on employee performance, it was important to find out the level of education of the respondents as this will help to assess the level to which they can appreciate key issues involved in employee motivation. The study revealed that all the respondents had attained some level of formal education. Table 3 shows the highest level of education of respondents.

Table 3: Level of Education of respondents

Level	Frequency	Percentage
Basic/ Middle School	24	28
Secondary/Vocational/Technical	51	59
Tertiary	9	11
Post-graduate	2	2
Total	86	100

Source: Field data, 2012

As indicated in Table 3, 28 percent of the respondents indicated that they had up to Basic/middle school education while 59 percent have attained secondary/vocational/technical education. Eleven percent of the respondents had tertiary level education while two percent had attained post-graduate level of education. The results in Table 3 show that majority of the respondents' possessed secondary/vocational/technical education. Besides, with all the respondents having some form of formal education, their capacity to understand and appreciate issues involved in employee motivation could be enhanced.

Working experience in the PBC

Understanding the operations of the PBC as well as the conditions of service requires some level of experience which is often acquired as result of being involved in the day-to-day operations of the company for quite a considerable time. Thus, the study sought to ascertain the working experience of respondents in terms of how long they have worked in the PBC (Figure 2).

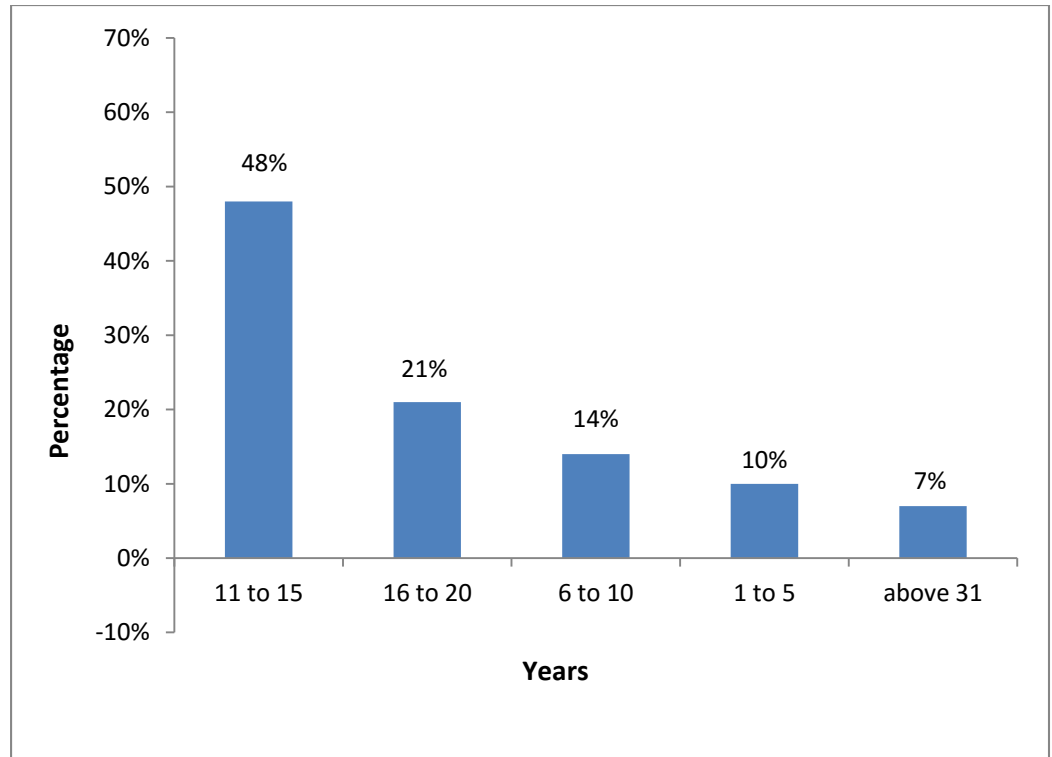


Figure 2: Working experience with PBC

Source: Field data, 2012

The results in Figure 2 show that more of the respondents (48%) have been working with the PBC for 11 to 15 years. This was followed by 21 percent who have spent between 16 and 20 years and 14 percent between 6 and 10 years. Few of the respondents (8%) have been in the sector for 1 to 5 years. The results imply that most of the respondents have gained quite a considerable experience working with the PBC. Considering the fact that most of the respondents have been working with the PBC from 11 to 15 years, they would have gained insight into the operations of the company, a factor that can motivate them to improve productivity.

Factors that motivate employees of the PBC

This section of the chapter tackles specific objective one which was to investigate the factors that motivate employees of the PBC. Various studies have recognised some key issues or factors that motivate employees in various organisations (Agyenim-Boateng, 2001; Ayeh-Danso, 2011; Stajkovic & Luthans, 2003). Using a five point Likert Scale statements, the study ascertained the views of respondents on the factors that motivate them on a scale of 1 to 5 as follows: Strongly Agree (SA)= 1; Agree (A)=2; Undecided or Uncertain (U)=3; Disagree (D)=4; Strongly Disagree (SD)=5. Table 4 presents the summary of the results.

Table 4: Factors that motivate employees of PBC

Responses	Level of agreement (%)				
	SA	A	U	D	SD
Healthy Adequate pay	86	7	-	7	-
Healthy working environment	82	7	3	8	-
Recognition and appreciation	76	9	2	7	6
Adequate incentives	72	7	7	7	7
Opportunities for career training and advancement	68	20	2	8	2
Identification and fulfilment of needs	-	12	8	13	67
Fair and consistent policies	7	26	7	20	40
Trust and respect gained from peers	40	20	7	20	13

N=126

Source: Field data, 2012

As indicated in Table 4, the 86 respondents that took part in the study showed strong agreement with most the statements that border on factors that motivate them as workers of PBC. Most of the respondents (86%) strongly agreed that adequate pay or salaries is a motivating factor while seven percent agreed, with seven percent disagreeing. It has been recognised that monetary rewards in the form of salaries or pay rise is the key external motivation that drive most employees to work (Dartey–Baah, 2011). Thus, for the majority of employees of the PBC, adequate salary is a driving factor that encourages them to work hard for the company.

Similarly, 82 percent of the respondents strongly agreed that healthy working environment is a key factor that motivates employees in the PBC to give off their best. Only eight percent disagreed with three percent being uncertain. The finding corroborates the observation made by Mawoli and Babandako (2010) that a healthy working environment serves as a motivating factor for employees to give of their best. As indicated by Okorley and Boohene (2012) healthy working environment promotes good working relations and mutual respects between employees and management and hence serves as incentive for workers to increase productivity.

Respondents also admitted that adequate incentives provided by the PBC were another factor that motivates them. This was corroborated by 72 percent of the respondents who strongly agreed, compared to seven percent each that strongly disagreed, disagreed or were undecided respectively. Robbins (2003) argued that adequate incentives provided by some companies in the form of free

medical care for staff and their dependents, accommodation, transportation and maintenance allowances often attract employees to particular companies. The study revealed that the PBC provide most of its employees with some incentives such as maintenance allowances, free medical care and in some cases subsidised accommodation. All these can motivate employees to strive to improve productivity for the company as they are not overburdened with health and accommodation problems.

The results in Table 4 also indicate that recognition and appreciation from management of the organisation was deemed a motivating factor by the majority of the employees. More than two-thirds of the respondents (76%) strongly agreed that recognition and appreciation from management serve as a motivating factor. Only two percent strongly disagreed.

On the issue of career training, 68 percent of the respondents showed strong agreement that they were motivated by the opportunities offered by the company for career training and advancement. Twenty percent agreed, two percent were not certain whiles eight percent disagreed, with only two percent strongly disagreeing. This implies that career advancement and training was considered a key issue for employees of the PBC.

Respondents showed strong disagreement to some other factors on motivation with respect to the PBC. For instance, 67 percent of the respondents strongly disagreed that working with the PBC gave them some form of identification and fulfilment of their needs. Only 12 percent of the respondents agreed. This finding, however, runs contrary to that of Agyenim-Boateng (2001)

that being identified with an organisation provides an incentive for employees to work harder and strive to achieve more laurels for the organisation. In the case of most of the employees of the PBC in the WAWD, being identified with the PBC did not serve as motivating factor.

In a similar vein, 40 percent of respondents strongly disagreed that the PBC has fair and consistent policies that motivated them, while 20 percent disagreed, with seven percent not certain. Thirty-three percent of the respondents showed disagreed that the company's policies were fair and consistent to employees.

Specific ways in which employees of PBC are motivated

Having analysed the factors that motivate employees of the PBC, specific objective two sought to identify some of the specific ways in which employees of the company were being motivated. The results from Table 5 show that 43 percent of the respondents felt that they were motivated with commission sales, 30 percent bonuses while 12 percent indicated promotions as ways in which the PBC motivated them.

Salaries (8%) and other ways such as gifts and awards also featured as ways of motivation. The results in Table 5, point to the fact that, at the PBC commission sales and bonuses formed the dominant ways through which management motivated employees to work. This finding runs contrary to that of Okorley and Boohene (2012) that salaries and special allowances form the two main ways in which most companies in Ghana motivate their employees to work.

Table 5: Ways to motivate employees

Response	Frequency	Percentage
Commission sales	74	43
Bonuses	52	30
Promotions	20	12
Salaries	14	8
Special allowances	8	5
Others (gifts, awards, etc)	4	2
Total	172*	100

Source: Field data, 2012

*Multiple responses

Studies have posited that intrinsic motivation in the form of recognition of efforts by superiors can inspire employees to increase work output and hence productivity (Dartey-Baah, 2011; Sutherland & Canwell, 2004). Consequently, in this study, respondents were asked to indicate their level of agreement or otherwise with the fact that their supervisors recognised their efforts at the work place.

From Figure 3, 52 percent of the respondents that took part in the study agreed that their superiors recognised their efforts, while 24 percent strongly agreed with the assertion. On the other hand, 14 percent of the respondents disagreed and five percent strongly disagreed that their superiors recognised their efforts while three percent were not certain.

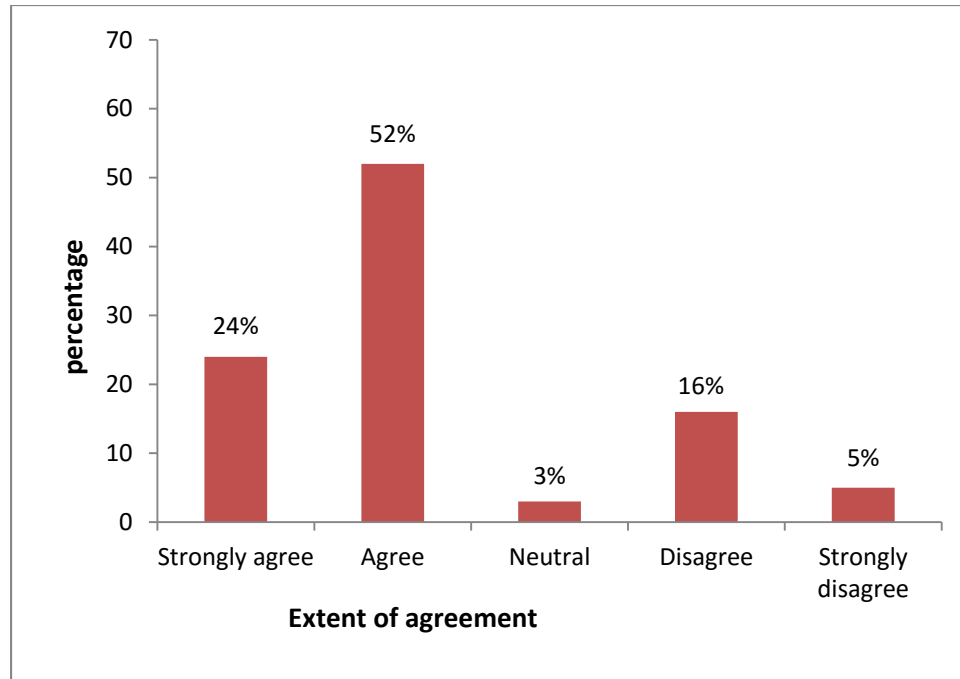


Figure 3: Extent of agreement on recognition by superiors

Source: Field data, 2012

The results in Figure 3 imply that most of the respondents felt their efforts were recognised by their superiors. This is a positive development as most of the employees will feel motivated and strive to improve their efforts which can translate into increased productivity for the company.

Level of satisfaction with conditions of service of the PBC

The specific objective three sought to examine the level of satisfaction of employees with the conditions of service provided by the PBC. This analysis is premised on the argument that employee performance is intrinsically linked to conditions of service offered by management of companies and organisations (Ayeh-Danso, 2011; Robbins, 2003). As indicated in Figure 4 respondents were asked to indicate their level of satisfaction with their job using a 5 point rating

scale as Very satisfied=1, Satisfied=2, Neutral=3, Not satisfied=4 and Not satisfied at all=5.

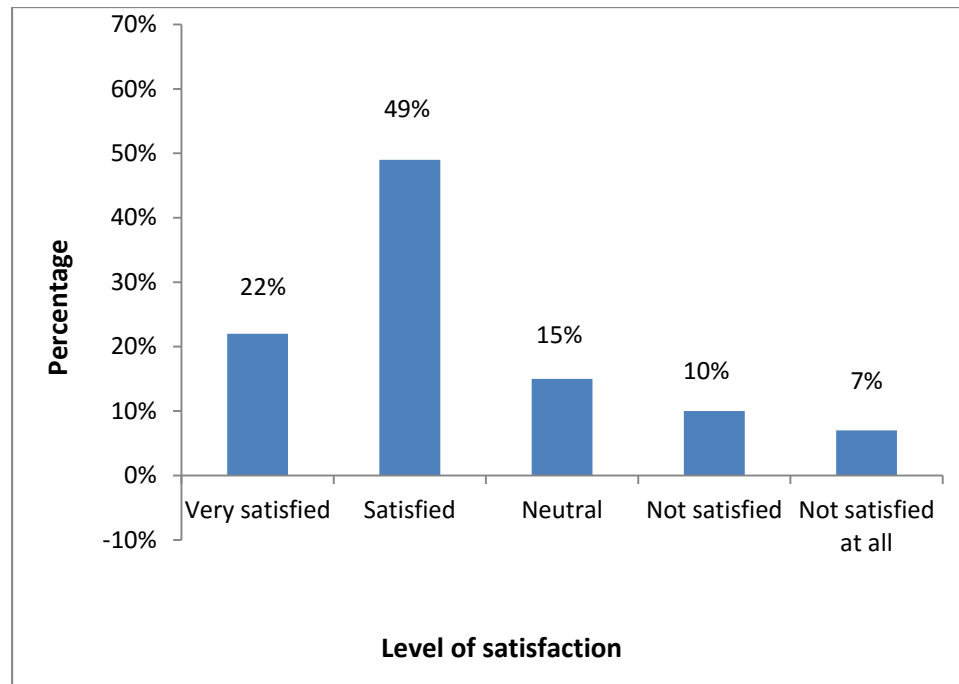


Figure 4: Extent of satisfaction with conditions of service

Source: Fieldwork, 2012

As indicated in Figure 4, nearly 50 percent of the respondents (49%) indicated that they were satisfied with the working conditions. This was followed by 22 percent that were very satisfied. Fifteen percent were undecided, while 10 percent were not satisfied, with seven percent not satisfied at all. Overall, 71 percent of the respondents were satisfied with the conditions offered by the PBC. The above findings confirm Ayeh-Danso's (2011) assertion that better working conditions serve as a form of motivation for most employees to give off their best.

To further ascertain respondents' level of satisfaction with conditions of service offered by the PBC, the study sought to find out from respondents if the payments they received from the PBC were adequate compared to what is offered

by other cocoa marketing companies in the study area. Seventy-three percent of the respondents confirmed that the payments they receive at the PBC is adequate compared to payments given to other employees of other cocoa marketing companies in the study area.

The result is confirmation that most of the employees were satisfied with the working conditions provided by the PBC. The findings confirm the argument put forth by Mawoli and Babandako (2010) that employees often compare working conditions across similar organisations as a way to determine motivation. In the context of this study, the majority of employees of the PBC are satisfied with the conditions of service based on the fact that payments given to them are higher than what their colleagues in other cocoa marketing companies receive.

Based on their level of satisfaction with the conditions of service offered by the PBC, respondents were asked to rate their productivity in the last six months as shown in Figure 5. Six months was used because according to Hinton (2010) two quarters of a year is ample enough for employees to grossly determine their productivity on the job.

The results in Figure 5 show that, from the employees' perspective, 67 percent were of the view that their productivity had gone up. Eighteen percent did not know whether their productivity has gone up, down or remained the same. Ten percent thought that it has remained the same while five percent felt it had gone down.

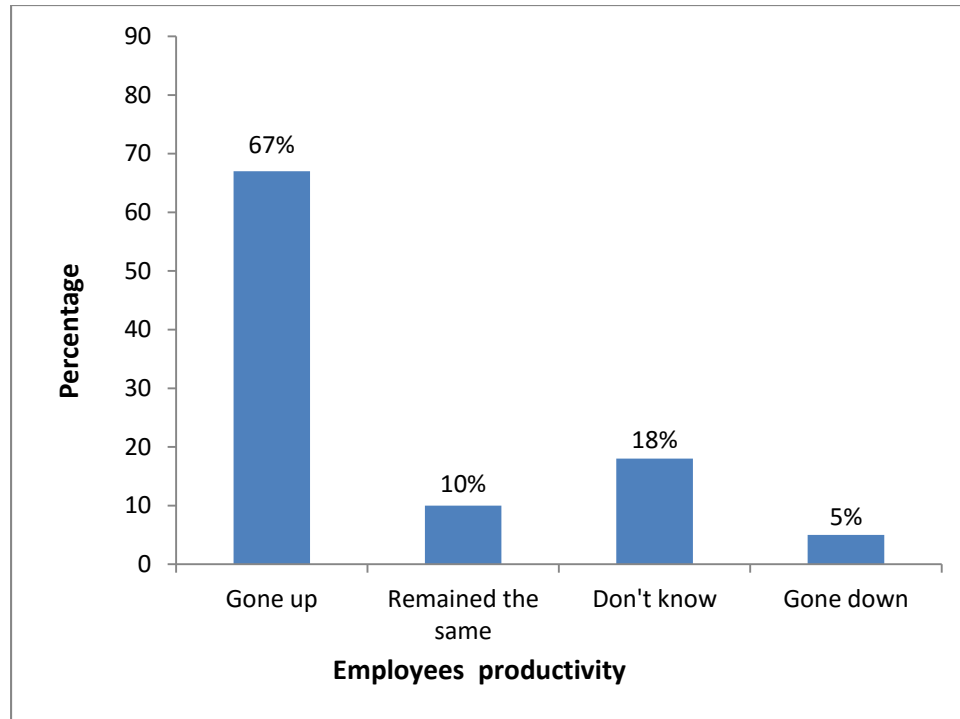


Figure 5: Nature of employees' productivity for the last 6 months

Source: Field data, 2012

It is evident from the results in Figure 5 that most of the respondents (67%) felt that their productivity in the PBC has gone up over the last two quarters. Ayeh-Danso (2004) observed that productivity is often high in organisations where employees are satisfied with the conditions of service offered by management. Thus productivity and motivation are intrinsically related as adequate motivation often leads to enhanced productivity. It must, however, be noted that, the above finding came from purely employees perspective as the study was unable to corroborate the results on productivity from management of the company. When contacted for information on productivity for the last two quarters, management declined to offer any information in that regard. Hence, it is

difficult for the study to firmly conclude that productivity of employees has gone up because employees were satisfied with the working conditions in the PBC.

Effects of training programmes on employee the skills and employee performance

The fourth specific objective sought to ascertain the effects of training programmes on the skills and performance of employees of the PBC in the WAWD. Among other things, motivation has been hypothesized to operate through intermediate variables such as staffing and training which define the scope of personnel development in many organisations (Wolff, Suttentfield & Binzen, 1991). In line with the above observation, this study sought to assess the effects of training programmes conducted by the PBC on the knowledge, skills and competencies of employees and how these translated into high performance on-the-job.

Respondents were asked to indicate whether or not they have attended any training programme since they joined the PBC. It was revealed that out of the 86 respondents that took part in the study, 92 percent have ever attended training programme since joining the PBC while eight percent indicated that they have never attended any training programme since joining the PBC.

The study probed further to find out from the 79 respondents who attended training to indicate some of the topics or themes that were discussed during such training sessions as presented in Table 6. The results shows that record keeping (34%), risk management (25%) and use of weighing scales (21%) were the

dominant topics discussed during training sessions. Other topics that gained attention during training included customer relations (13%), community relations (5%) and employee relations (2%).

Table 6: Topics discussed during training programmes

Response	Frequency	Percentage
Record keeping	56	34
Risk management	42	25
Use of weighing scales	34	21
Customer relations	21	13
Community relations	8	5
Employee relations	4	2
Total	165*	100

Source: Field data, 2012

*Multiple responses

Discussing these topics during training implies that employees are equipped with certain competencies and skills which they can utilise to perform more on-the-job and eventually improve productivity. In this light, Wolff, Suttentfield and Binzen (1991) observed that discussions about the association between staff development and productivity have generally been built around the proposition that developing staff capabilities through training provides benefits both to the employees and the organisation. Thus, both management and employees of the PBC can reap from the training programmes organised for employees.

To further ascertain the effect of training on employee performance, respondents were asked to show the extent to which they agree or disagree that the training programmes that they have attended have enhanced their knowledge, skills and competencies to perform on the job. Figure 6 presents a summary of the results.

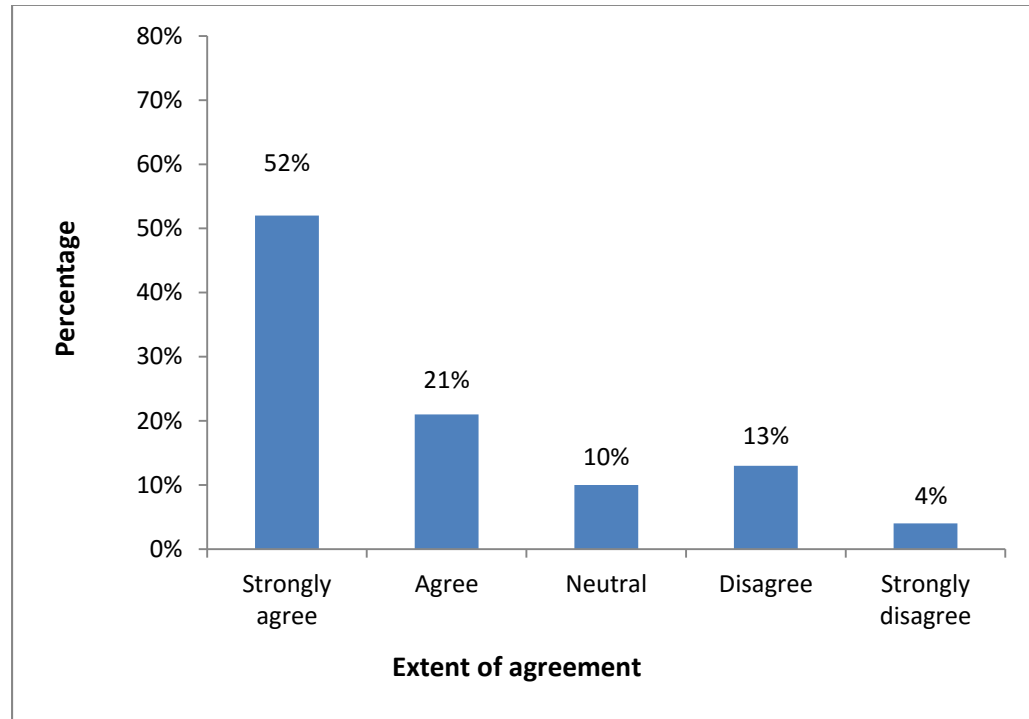


Figure 6: Extent of agreement with impact of training on job performance

Source: Field data, 2012

From Figure 6, out of the 79 respondents that attended training programmes since joining the PBC, 52 percent of them strongly agreed that such programmes have enhanced their knowledge, skills and competencies on the job; 21 percent of the respondents agreed, 10 percent were undecided, 13 percent disagreed while four percent strongly disagreed.

The results imply that together, a significant proportion of the respondents (73%) agreed that, training programmes they attended have enhanced their knowledge, skills and competencies on the job. This finding lends credence to the assertion made by Robbins (2003) that staff training, especially on-the-job benefits employees by increasing the knowledge, skills as well as performance of staff in a cost-effective way and by retaining staff who become increasingly competent and skilful (Robins, 2003).

Summary

In this chapter, the results of the data obtained from the field have been presented and discussed. The results were discussed in the context of the literature that informed the study. The analysis have brought to the fore the perspectives of employees of the PBC on the effects of motivation on performance. The next chapter outlines the summary, conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter summarises the key findings from the study, draws conclusions based on the findings and then makes recommendations in relation to the objectives of the study. Also presented in this chapter is a recommendation for further studies.

Summary of research

The main objective of the study was to examine motivation and employee performance at the Produce Buying Company in the Wassa Amenfi West District of the Western Region. Specifically, the study sought to investigate the factors which motivate employees to join the PBC; describe specific ways by which employees are motivated; assess employees' level of satisfaction with the conditions of service of PBC; assess the effects of training programmes on the skills of employees to meet changing market demand and; make policy recommendations on how to motivate employees to improve productivity.

Using the descriptive research design and the stratified sampling technique, a sample of 126 respondents from seven cocoa districts was selected for the study. Questionnaires were administered to the respondents to collect data on motivation and performance of employees of the PBC. The SPSS (version

16.0) was used to process and analyse the data and then presented in the form of frequencies and percentages.

Summary of key findings

Based on the results of the study discussed in the previous chapter, the following key findings were made:

1. On the factors that motivate employees of the PBC, adequate pay, healthy working environment, opportunities for career training and development, and recognition and appreciation by management were found to be the key factors that motivate employees of the PBC.
2. On the other hand, most of the respondents disagreed to the fact that identification and fulfilment of needs, and fair and consistent policies of the PBC constituted motivating factors. To these respondents, the above factors did not motivate them to give off their best on-the-job.
3. On specific ways in which employees were motivated, commission sales, bonuses obtained from sales and promotions were the dominant ways by which management of the PBC motivated their staff. However, salaries and special allowances were found to be the least means of motivating employees as only a few of the respondents attested to this.
4. On recognition of efforts, most of the respondents felt that their efforts were recognised by their superiors, a situation that made them felt motivated and strived to improve productivity.

5. Majority of the respondents (71 percent) were satisfied with the conditions of service of the PBC. The majority of the respondents' confirmed that the payments they received from the PBC was adequate compared to payment received by employees of other cocoa marketing companies in the study area.
6. Majority of the respondents (91 percent) have attended training programmes since they were employed by the PBC. Record keeping, risk management and use of weighing scales were found to be the key topics discussed during training sessions.
7. Majority of the respondents (73 percent) agreed that the training programmes organised for them by management of the PBC have improved their performance by enhancing their knowledge, skills and competences to perform on the job.

Conclusions

The study concludes that there a variety of issues that motivate employees to join a particular organisation. Whereas most of these factors motivated employees of the PBC to improve productivity; others did not motivate them to perform well on the job. Thus, whereas adequate pay, healthy working environment and recognition by management serve as motivating factors to employees of the PBC, fair and consistent policies as well as identification and fulfilment of needs do not motivate them to give off their best on-the-job.

It can also be concluded that management of the PBC used both extrinsic motivators such as commission sales, bonuses, special allowances and intrinsic motivators such as promotions and awards. This helps to sustain employee interest and urge them to strive hard to improve their performance and enhance productivity.

The study further confirmed that employees who are motivated by management will exhibit a much higher level of productivity. Thus, the provision of better and improved conditions of service for employees is recognised as a form of motivation that leads to a high level of satisfaction among employees which can translate into increased productivity for the organisation.

In addition, training programmes organised for employees by management of the PBC can help to boost employee performance with respect to improving their knowledge, skills and competencies on the job, a situation that can lead to increased output for the company.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

1. Management of should ensure timely payment of commissions to ensure that employees of the PBC continue to be motivated to work hard. Since the majority of employees are paid on commission basis, management of the company should put in place measures to ensure that employees receive their commissions whenever they meet their targets. Delays in

payments will serve as a demotivator and may impact negatively on productivity.

2. Management of the PBC should provide adequate logistics be to employees to perform their jobs very well. In particular, weighing scales, sacks warehouses and other working equipment should be provided by management to employees. This will ensure that employees get the required materials to perform their duties, a factor that will motivate workers to improve productivity of the company.
3. Management of the PBC should continue to enhance interpersonal relationship in the organisation. Building a cordial relationship among managers/supervisors and subordinates will help to motivate employees to improve their productivity. Consequently management should design and implement policies that will ensure that all categories of workers are treated equally, without bias and discrimination. This will make employees feel a sense of belonging and strive to perform on their jobs.
4. Management should provide more avenues for employees to meet and share their views on issues affecting the company. Open foras, monthly retreats and get-together should be organised for employees of the PBC. Such foras should allow for open interaction between superiors and subordinates. Management should also use such channels to allow workers to make creative suggestions that would help improve the processes and systems in the company. Such measures further bond employees together and promote healthy working environment.

5. Employees should also be encouraged by management to seek further training and educational upgrades to sharpen their knowledge, skills and competencies. Notwithstanding the fact the PBC organises training programmes for its employees, it is recommended that the capacities of employees be consolidated through further education and training. This will motivate employees to strive to achieve the goals of the company. Management of the PBC should put in place, a system that will as much as possible reduce job interference that is likely to occur as a result of employees undertaking further training.

Recommendation for further studies

This study examined motivation and employee performance at the PBC in the WAWD. The study was limited to the PBC and the Western Region. Further studies should be undertaken on motivation and employee performance in other cocoa marketing companies in other regions in Ghana.

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APPENDIX : QUESTIONNAIRE FOR RESPONDENTS

UNIVERSITY OF CAPE COAST

INSTITUTE FOR DEVELOPMENT STUDIES

The main objective of this study is to examine the effects of motivation on employee performance at the Produce Buying Company (PBC) Limited. This questionnaire is designed to elicit information regarding this research work. There are no “correct” or “wrong” answers. Information given will solely be used for this research. You are also assured of full confidentiality, privacy and anonymity of all the information that will be given by you. You should therefore feel free to provide information to ensure the success of this work.

Section A: Socio- demographic data

1. Sex

a. Male []

b. Female []

2. Age

a. 21 – 30 years []

b. 31 – 40 years []

c. 41 – 50 years []

d. 51 – 60 years []

e. Above 60 years []

3. Marital Status

a. Single []

b. Married []

- c. Separated []
 - d. Divorced []
 - e. Widowed []
4. Educational Qualification
- a. Basic/Middle School/JHS []
 - b. Senior Secondary School []
 - c. Tertiary []
 - d. Post-Graduate []
5. Working experience (in the PBC)
- a. 1 – 5 years []
 - b. 6 – 10 years []
 - c. 11 – 15 years []
 - d. 16- 20 years []
 - e. Above 21 years []

Section B: Factors which motivate employees to join the PBC.

The following statements indicate the factors that motivate you to join the PBC. Indicate the extent of your agreement/disagreement with each statement by making a tick in the appropriate box.

SA: Strongly Agree A: Agree U: Undecided D: Disagree SD: Strongly Disagree

No	Statement	SA	A	U	D	SD
6	Healthy working environment					
7	Fair pay					
8	Empowerment					
9	Fair and consistent policies					
10	Adequate incentives					

11	Opportunities for career growth /advancement					
12	Quality of supervision					
13	Adequate working relationships					
14	Loyalty of the company					
15	Identification and fulfilment of needs					
16	Training and information availability					
17	Trust and respect gained from peers					
18	Quality of supervision from management					
19	Fringe benefits					
20	Recognition and appreciation					

Section C: Specific ways by which employees are motivated.

21. Which of the following ways are you motivated by the management of PBC? (Tick more than one response)

- a. Salaries
- b. Promotions
- c. Bonuses
- d. Commission sales
- e. Special allowances
- f. Feedback
- g. Others (specify).....

22. To what extent do you agree or disagree that your supervisor recognises your efforts?

- a. Strongly Agree
- b. Agree

c. Undecided []

d. Disagree []

e. Strongly disagree []

23. Which of the following motivates you to work more?

a. Monetary rewards []

b. Non monetary rewards []

24. Do your company conduct appraisal on your performance?

a. Yes []

b. No []

25. If yes, to question 24, which of the following use is made of the appraisal results?

a. Promotions []

b. Demotions []

c. Layoffs []

d. Training []

e. Posting/Transfers []

f. Salary Adjustments []

g. Manpower Planning []

h. Others (specify)

Section D: employees' level of satisfaction with the conditions of service of

PBC

26. Are you motivated to perform well at work?

a. Yes []

b. No []

27. Give reasons for your answer in 22 above.....

.....

28. How satisfied are you with your job?

a. Very satisfied []

b. Satisfied []

c. Undecided []

d. Not satisfied []

e. Not satisfied at all []

29. Do you think that the payments you receive now is adequate compared to other workers in the cocoa purchasing companies?

a. Yes []

b. No []

30. How would you rate your productivity?

a. Low []

b. Don't know []

c. High []

31. What has happened to your productivity in the last six months (2 quarters)?

a. Gone up []

b. Remained the same []

c. Gone down []

Section D: Effects of training programmes on the skills of employees

32. Are you aware of the training policy of the PBC?

a. Yes []

b. No []

33. Have you attended any training programme since joining the PBC?

a. Yes []

b. No []

34. If yes, indicate some of the topics/issues that have been discussed during the training.....
.....

25. To what extent do you agree or disagree that training programmes have enhanced your skills and competencies on your job?

a. Strongly Agree []

b. Agree []

c. Undecided []

d. Disagree []

e. Strongly disagree []

36. How effectively has training equipped you with the required skills and knowledge for your role in the PBC?

a. Very effective []

b. Effective []

c. Not effective []

d. Not very effective []

36. Given your scope of work how far do you agree or disagree that you need further training to improve your current job?

- a. Strongly Agree []
- b. Agree []
- c. Undecided []
- d. Disagree []
- e. Strongly disagree []

37. Considering the demands in the cocoa marketing industry, how adequate are you equipped to meet the changing market demands?

- a. Very adequate []
- b. Adequate []
- c. Inadequate []
- d. Don't know []

Section E: Ways to promote productivity

38. What suggestions would you make to motivate workers to promote productivity at the PBC?.....

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THANK YOU FOR YOUR CO-OPERATION