

UNIVERSITY OF CAPE COAST

STAFF MOTIVATION AS A FACTOR IN WATER AND SANITATION
SERVICES DELIVERY: A CASE STUDY OF COMMUNITY WATER
AND SANITATION AGENCY IN TWO DISTRICTS OF THE EASTERN
REGION

BY

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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:

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Supervisor's Declaration

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

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ABSTRACT

This is an exploratory and descriptive study that examined staff motivation as a factor in water and sanitation services delivery in Community Water and Sanitation Agency in Two Districts of the Eastern Region. The objectives of the study were to examine the satisfaction of staff of CWSA in terms of motivation, the effectiveness of the motivational processes on staff members and the stakeholder's role and satisfaction in the service delivery process.

Questionnaires and interviews were used to gather data for the study. Other information was assembled from the New Juaben Municipal and the Suhum District Assemblies. In all 139 people responded to the questions. They were 24 general staff members, 3 management staff, 6 M/DWST, 46 WASTANS and 60 community members and opinion leaders. The data were processed and analysed by using the Statistical Product and Service Solutions (SPSS) software version 12.

Findings from the study revealed that there were positive factors of motivation such as training programmes, availability of logistics and equipment, financial assistance and then meeting the needs of the communities. The major factors identified were low motivation and dissatisfaction. Others included job insecurity, poor conditions of work, lack of official reward and incentive schemes, inequality, low income and lack of appreciation for hard work.

Recommendations offered in the study are that management should institute a reward and incentive scheme and make budgetary allocations for it. Appointments should be regularised instead of being contractual.

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DEDICATION

To the memory of my father Mr. B. K Hiatsi, my dear mother, Grace Amehame, and my children, Mawuli and Etornam.

TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
CHAPTER ONE: INTRODUCTION	1
Background to the study	1
Statement of the problem	6
Objectives of the study	7
Research questions	7
Significance of the study	7
Organisation of the study	8
CHAPTER TWO: REVIEW OF LITERATURE	9
Introduction	9
Theoretical perspective	9
Concepts of motivation	10
Types of motivation	23
Importance of motivation	25

Service delivery	26
Motivation and service delivery	28
Job motivation/job satisfaction and job performance	30
The relevance of incentives in personnel management	35
Retention of staff	37
CHAPTER THREE: METHODOLOGY	39
Introduction	39
Study organisation	39
Study design	40
Population and sampling procedure	40
Data collection method	42
Fieldwork	44
Field challenges	45
Data processing and analysis	46
CHAPTER FOUR: RESULTS AND DISCUSSION	48
Introduction	48
Background characteristics and the satisfaction of respondents in terms of motivation	49
The satisfaction of CWSA staff in terms of motivation	51
Effectiveness of the motivational processes on staff members	56
The stakeholders' role and satisfaction in the service delivery process	61

LIST OF TABLE

Table		Page
1	CWSA staffing status as at June 2006	42
2	Distribution of questionnaire respondents by status	43
3	Sex distribution of respondents per status	49
4	Distribution of educational attainment of respondents	50
5	Factors affecting job security	53
6	Preferred factor of motivation for management	59
7	Preferred factor of motivation of general staff	60
8	Available water sources	61
9	Frequency of meeting in communities	64
10	Issues normally discussed at meetings*	66
11	Problems encountered by WATSAN	67
12	Benefits derived by communities from the water facilities*	68

LIST OF FIGURES

Figures	Page
1 The basic motivation model	11
2 Maslow's hierarchy of needs	14
3 Herzberg's two-factor theory	16
4 The basic concept of expectancy theory	19
5 Determinants of satisfaction and dissatisfaction	31

LIST OF ABBREVIATIONS

CDO	Community Development Officer
COM	Community Ownership and Management
CR	Central Region
CWSA	Community Water and Sanitation Agency
DANIDA	Danish International Development Agency
DBWSC	District Based Water and Sanitation Component
DDF	District Development Fund
DK	Danish Kroner
DWST	District Water and Sanitation Team
EHA	Environmental Health Assistants
EHO	Environmental Health Officers
ER	Eastern Region
GAR	Greater Accra Region
GES	Ghana Education Service
GMA	Ghana Medical Association
GNAT	Ghana National Association of Teachers
GoG	Government of Ghana
GWCL	Ghana Water Company Ltd.
HC	House Connection
HHL	House Hold Latrines
HIPC	Highly Indebted Poor Countries
HRD	Human Resource Development
KVIP	Kumasi Ventilated Improved Pit latrine
M&E	Monitoring and Evaluation

M/DWST	Municipal/District Water and Sanitation Teams
MA	Management Advisor
MA	Municipal Assembly
MIS	Management Information Systems
MLGRD	Ministry of Local Government and Rural Development
MOM	Monitoring of Operation and Maintenance
MoU	Memorandum of Understanding
MWSP	Municipal Water and Sanitation Plan
MWST	Municipal Water and Sanitation Team
NAGRAT	National Association of Graduate Teachers
NFA	National Financial Advisor
O&M	Operation and Maintenance
PS	Public Standpipe
QA	Quality Assurance
RAC	Regional Approval Committee
RCC	Regional Coordinating Council
RCD	Regional Coordinating Director
RD	Regional Director
RDE	Royal Danish Embassy
RO	Regional Office
SHEP	School Health Education Programme
RWST	Regional Water and Sanitation Team
SP	Sub Project
SPSS	Statistical Product and Service Solutions
ST	Small Towns

TA	Technical Assistance
TNA	Training Needs Assessment
TOR	Terms of Reference
UNDP	United Nations Development Programme
VR	Volta Region
WATSAN	Water and Sanitation Committee
WSDB	Water and Sanitation Development Board
WSSPS2	Water and Sanitation Sector Programme Support, Phase 2

CHAPTER ONE

INTRODUCTION

Background to the study

Chambers (1999) defines motivation as the process of stimulating a person into action, the underlying cause of action. According to Armstrong (2003), a motive is the reason for doing something. Motivation is thus concerned with the factors that influence people to behave in certain ways. According to Vroom and Deci (1976), the question of what motivates workers to perform effectively is not an easy one to answer. The difficulty is that the researchers involved have to make assumptions about the motives for behaviour that they have observed or recorded. Therefore there is always an element of subjectivity, in any judgments made about motivation Cole (2002).

Motivation is also defined as intentional and persistent behaviour aimed at achieving a goal. A motivated employee is one who willingly and enthusiastically works towards achieving the organisational goal. The three components of motivation as listed by Arnold, Robertson and Cooper (1991) are:

- **Direction:** What a person is trying to do
- **Effort:** How hard a person is trying
- **Persistence:** How long a person keeps on trying.

Motivation also refers to the forces within a person that affect his or her direction, intensity and persistence of voluntary behaviour. Motivated

employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), towards a particular goal (direction). Motivating other people is about getting them move in the direction you want them to go, in order to achieve a result. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward, one that satisfies their need.

An effective organisation can be defined broadly as one that achieves its purpose by meeting the wants and needs of its stakeholders and the public, matching its resources to opportunities, being flexible and adapting to environmental changes and creating a culture that promotes commitment, creativity, shared value and mutual trust (Armstrong, 2003). The organisation must also be able to focus on its mission and vision in order to achieve its objectives.

There is no doubt that motivation serves as a catalyst for good performance in productivity and in service delivery. The current wind of globalisation demands that organisations adopt strategies to be able to achieve sustainable competitive advantage. This could be achieved mainly through highly motivated workforce and good organisational environment. Motivation is about inducing workers in a specific way towards organisational goals. The motivation system must be tailored to suit the organisation. Service delivery would not be achieved only through financial and non financial rewards.

It is expected that the application of the appropriate stimulus by management would motivate staff to deliver quality service in the best way possible. Such a staff is able to plan work in advance, organise things so that logistics and equipments are available to execute projects. A motivated

workforce ensures that all the team members are well trained and they also give clear information or feedback on what is required.

Another motivating factor to subordinates is when management breaks the status gap between them and their subordinates. This enables management to come down to the level of their staff and interact with them. Today, one reason why understanding of motivation is important is that high levels of motivation are significant contributors to exceptional performance. As such, for productivity and service delivery to be high, management is expected to recognise the needs of individuals and be generous in praise of their achievements. Regular promotions as well as creating avenues for socialisation and social relationships cannot be over-emphasised as a factor of motivation in influencing service delivery positively.

The Community Water and Sanitation Agency (CWSA) was established in 1994 and it is the national organisation responsible for coordinating and facilitating water and sanitation services delivery to rural communities under the National Community Water and Sanitation Programme (NCWSP). It became a fully autonomous Agency in 1998, with operations in all ten (10) regions and 97 of the country's 110 districts CWSA, (2002).

The mandate of CWSA is to facilitate the provision of water and related sanitation services to rural communities and small towns. To be able to perform its facilitative role effectively, the agency is expected to support District and Municipal Assemblies (DAs) to promote the sustainability of safe water supply and related sanitation services in rural communities and small towns. The DAs are also expected to formulate strategies for the effective mobilisation of resources for the execution of safe water development and related sanitation

programmes in rural communities and small towns and to encourage private sector participation in the provision of such facilities.

The agency is to provide district assemblies with technical assistance in the planning and execution of water development and sanitation projects in the districts and assist and coordinate with Non-Governmental Organisations (NGOs) engaged in the development of rural community and small town water supply, the provision of sanitation facilities and hygiene education in the country.

The agency also has the mandate to initiate and pursue in collaboration with the Ministries of Local Government and Rural Development and Education, formal and non-formal education programmes for the creation of public awareness in rural communities and small towns of water related health hazards.

To be able to achieve its goals and objectives CWSA works with District and Municipal Assemblies and community operatives to ensure the principle of District Ownership and Management (DOM) and Community Ownership and Management (COM), which the organisation promotes, is achieved. Hence the establishment of DWST and WATSAN at the District Assembly and community levels respectively. This situation by implication has expanded the staff of CWSA to the District and community levels.

Government of Ghana collaborates with the agency to source for funds from international donors. Between 1994 to date, 6 international organisations have supported the agency in providing water and sanitation services to beneficiary communities. Past and present governments have made

pronouncements on their commitments to their provision on water and sanitation facilities to the country (Nkrumah, 2008).

It is worthy of note that the Regional Water and Sanitation Team (RWST) is made up of personnel with a variety of technical expertise for programme implementation. In line with the tenets of the NCWSP, intensive capacity building has been offered to all key players involved in the projects at all levels to upgrade themselves. All the 15 districts have DWST formed and trained in them. The DWST and some core Management staff of 15 out of the 17 districts have been trained in computer, accounting and works procurement. In addition, the DWST in all the 15 District Assemblies have been supported with office equipment and logistics such as computers and motorbikes. A total of 560 WATSAN committees and Water & Sanitation Boards have been formed and given the requisite training to enable them manage their facilities in a sustainable manner.

The Agency, in collaboration with the GES has formed School Health Committees in 233 institutions. In all 588 teachers DA officials, health personnel and GES officials from the 233 institutions have been trained and resourced for hygiene promotion activities in the schools and communities

The access to safe water was expected to reduce to 40% in the rural areas by the end of 1998 (World Bank, 1997). This was because the available resources were being used to maintain old boreholes rather than providing new ones. Experience in other parts of Ghana shows that progress in extending coverage of water supply has been limited (CWSA, 2002).

Statement of the problem

The provision of amenities like potable water and sanitation services to rural communities is very essential to the reduction of poverty and improvement of health conditions. The CWSA has been mandated to provide these services to all rural communities in Ghana. The Millennium Development Goals (MDGs) target 85% of all rural communities to have been provided with potable water and sanitation facilities by the year 2015. It is just about 5 years more for the target year to come and in the Eastern region, water coverage has been increased from below 30% to 58.55% between 1994 and 1999. The question is what factors contribute to the slow pace of achievement of the agency's organisational goals? Does the government of Ghana make adequate budgetary allocations to the agency? Does the agency have any legal authority over the DA staff?

Management writers such as Costly and Todd (1987) have defined motivation as a motive in an inner state that energises, moves and directs or channels behaviour towards a goal. What stimulus does management have to apply to influence the behaviour of their staff to deliver quality service? To what extent are staff of CWSA satisfied with their motivation? What has been the effect of the motivational processes on staff members? What role do stakeholders play and how satisfied are they in the service delivery process? What accounts for the high staff turn-over at the district and regional levels? Is the staff of CWSA poorly motivated? These weaknesses in the operations of the agency imply ultimately that there is poor motivation of staff. The study seeks to take a critical look at how the staff members of CWSA in the Eastern

region are motivated in their quest to achieve service delivery and organisational objectives.

Objectives of the study

The general objective of the study was to examine the motivational processes in CWSA and how they affect in service delivery. Specifically the study assessed:

- The satisfaction of staff of CWSA in terms of motivation.
- The effectiveness of the motivational processes on staff members.
- The stakeholder's role and satisfaction in the service delivery process.

Research questions

The research questions that the study addressed are:

- To what extent are staff of CWSA satisfied with their motivation?
- What has been the effect of the motivational processes on staff members?
- What role do stakeholders play and how satisfied are they in the service delivery process?

Significance of the study

The study is significant for the following reasons. The study is beneficial to administrators since it is expected to play an important role in the management of people to achieve results, understand their needs and influence them positively towards service delivery and organisational objectives.

Employees would get an understanding on how motivation affects performance in the achievement of organisational goals and the need to put in

their best when they are motivated. Policy makers and analysts would utilise issues arising out of the study to re-assess existing management policies relating to work and motivation and review them appropriately.

It is also hoped that the findings would be useful for the planning, implementation and monitoring of projects in the various communities when management is confronted with issues on motivation in governmental and non-governmental organisations. The study would ultimately add to the store of knowledge on motivation and achievement of organisational objectives and service delivery.

Organisation of the study

The study is organised in five chapters. Chapter one consists of the background of the study, statement of the problem, objective of the study, significance of the study, and organisation of the study. The review of relevant literature concerning recent research studies in the area of motivation in CWSA is captured in Chapter Two. The research design and the methodology adopted for the study are covered in Chapter Three. The primary data that was collected for the research was analysed and the subsequent findings were captured in Chapter Four. Finally, Chapter Five captures the summary, conclusions and recommendations of the study.

CHAPTER TWO

REVIEW OF LITERATURE

Introduction

Motivation theories attempt to explain why people behave in the ways they do but this has been acknowledged to be a difficult task (Vroom & Deci, 1976). In this chapter related literature will be reviewed on theoretical perspectives, concepts of motivation, theories of motivation, restoring equity, types of motivation, importance of motivation, motivation and service delivery, job motivation/job satisfaction and job performance, the relevance of incentives in personnel management, and retention of staff.

Theoretical perspective

The term motivation is derived from the Latin word *movere* meaning, “to move”. Motivation can be broadly defined as the forces acting on or within a person that causes the arousal, direction and persistence of goal-directed, voluntary effort. Motivation theory is thus concerned with the processes that explain why and how human behaviour is activated (Cole, 2002).

The broad rubric of motivation and motivation theories are the most frequently studied and written about topics in the organisational sciences, and considered the most important areas of study in the field of organisational behaviour. Despite the magnitude of the effect that has been devoted to the

study of motivation, there is no single theory of motivation that has universal relevance. The lack of a unified theory of motivation reflects both the complexity of the construct and the diverse backgrounds and aims of the builders of theories, those who study it or apply them (Guest, 1992). To delineate these crucial points, it is illuminating to consider the development of motivation and motivation theory as the object of scientific inquiry.

According to Steers, Porter and Bigley (1995), in the early 20th century, researchers began to examine other possible explanations for differences in individual motivation. Some researchers focused on internal drives as an explanation for motivated behaviour. Others studied the effect of learning and how individuals base current behaviour on the consequences of past behaviour. Still others examined the influence of individual's cognitive processes, such as the beliefs they have about future events. Over time, these major theoretical streams of research in motivation were classified into two major schools; The Content theories of motivation and the Process theories of motivation.

Concepts of motivation

According to Armstrong (2003), a motivation is a reason for doing something. Motivation is concerned with the factors that influence people to behave in certain ways. In the view of Cole (2002:16), motivation is a process in which people choose between alternative forms of behaviour in order to achieve personal goals. Such a definition excludes the operation of instinctive or reflex behaviour and focuses on individual choice.

Motivation is a process of stimulating people to action to accomplish desired goals. It is a function which a manager performs in order to get subordinates to achieve job results. According to Tyson and York (1989), motivation is an inner force that impels human beings to behave in a variety of ways and is, therefore, a very important part of the study of human individuality. They are of the view that because of the extreme complexity of human individuals and their differences, motivation is very difficult to understand both in oneself and in others.

Mathis and Jackson (2000) state that motivation is a desire within a person causing that person to act. People normally act for one reason: to reach a goal. Thus motivation is a goal directed drive, and it seldom occurs in a void. The words need, want, desire and drive are all similar to motive, from which the word motivation is derived. There is the need for one to understand motivation because performance, reaction to compensation and other human resource concerns are related to motivation.

Cole (2002) maintains that motivation is a personal experience. Managers in particular are keen to find reliable links between individual motivation and effective performance. He simply puts it that motivation is a behaviour caused by some stimulus but directed towards a desired outcome.

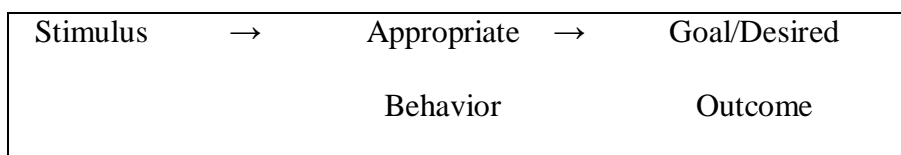


Figure 1: The basic motivation model

Source: Cole, 2002

Cascio (1992) argues that upon a careful consideration of all theories of human motivation, lies a common driving principle that people do what they are rewarded for doing. DeSimone and Harris (1998: 168) cite Mitchell (1982) that psychological processes cause the arousal, direction and persistence of voluntary actions that are goal- directed. They argue that work motivation pertains to the causes of voluntary behaviour, the nature of nearly all behaviours performed in the workplace. They indicate further that motivation focuses on several processes that affect behaviour namely:

- Arousal or energising: – The generation or mobilisation of effort;
- Direction: – Applying effort to one’s behaviour over another;
- Persistence: – Continuing or ceasing to perform a behaviour.

Finally, they are of the view that motivation at work is usually seen as an individual phenomenon (Mitchell, 1982), because all people have unique needs, desires, attitudes and goals.

Content theories

Content theories attempt to explain those specific things which actually motivate the individual at work. These theories are concerned with identifying peoples’ needs and their relative strengths, and the goals they pursue in order to satisfy these needs. Content theories place emphasis on “WHAT” motivates. Some examples of content theories are Maslow’s Hierarchy of needs, Alderfer’s Existence Relatedness and Growth (ERG), Herzberg’s Motivation- Hygiene and McClelland’s Learned Needs theory.

A starting point is the work of Maslow and his theory of individual development and motivation, published originally in 1943. Maslow’s basic

proposition is that people are wanting beings, they want more and what they want depends on what they already have. He suggests that human needs are arranged in series of levels, a hierarchy of importance.

The hierarchy ranges through five levels, from the lowest level, of physiological needs through safety needs, love needs and esteem needs, to the need for self actualisation at the highest level. The hierarchy of needs is summarised as follows:

- Physiological Needs:- The need for oxygen, food, sex, water, shelter, sleep, health, exercise and rest.
- Safety Needs:- The need for protection against danger, threats and the deprivation of physiological needs (job security and safe working conditions, comfort, peace and assurance of long term economic well being, etc).
- Love or Social Needs:- The need for love, affection and acceptance as belonging to a group and friendship.
- Esteem/ Ego Needs: - The need to have a stable, firmly based, high evaluation of oneself (self-esteem) and to have the respect of others (Prestige). These needs may be classified into two subsidiary sets: first, the desire for adequacy, for confidence in the face of the world, and for independence and freedom; second: the desire for reputation or status defined as respect or esteem from people, and manifested by recognition, attention, importance or appreciation.
- Self-fulfillment or self-actualisation is the need to develop potentials and skills to become what one believes one is capable of becoming. It also involves acceptance of reality, intellectual curiosity and accomplishment.

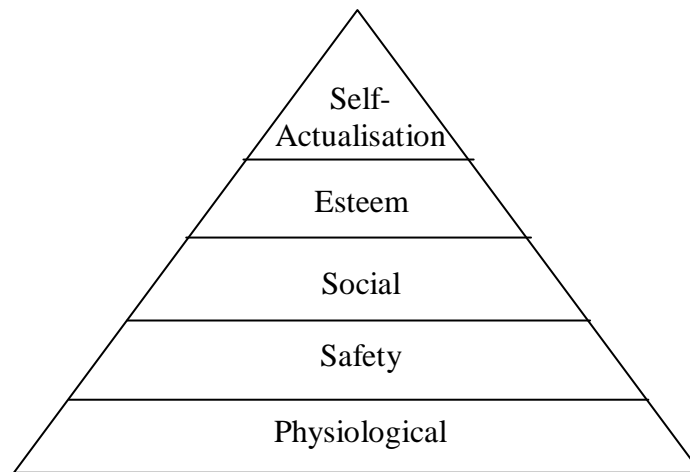


Figure 2: Maslow's hierarchy of needs

Source: Bateman & Snell, 1999

According to Maslow's theory of motivation, when a lower need is satisfied, the next higher need becomes dominant and the individual's attention is turned to satisfying this higher need. The need for self-fulfillment, however, can never be satisfied. Maslow states that "man is a wanting animal", only an unsatisfied need can motivate behaviour and the dominant need is the prime motivator of behaviour. Psychological development takes place as people move up the hierarchy of needs, but this is not necessarily a straightforward progression. The lower needs still exist, even if temporarily dormant as motivators, and individuals constantly return to previously satisfied needs.

As stated by Cole (2003), one of the implications of Maslow's theory is that the higher-order needs for esteem and self-fulfillment provide the greatest impetus to motivation – they grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction. But the jobs people do will not necessarily satisfy their needs, especially when they are routine or deskilled.

Alderfer's existence relatedness and growth (ERG)

Alderfer (1972) reduces Maslow's hierarchy of needs theory to only three levels of needs namely Existence, Relatedness and Growth (ERG). More importantly, the ERG proposes that if a person becomes frustrated trying to satisfy the currently activated needs, his frustration will cause previously satisfied needs to be activated and drive behaviour.

Herzberg's two- factor theory (Motivation-Hygiene Theory)

Another widely discussed need based theory is Frederick Herzberg's (1966) Two- factor theory i.e. Motivation-Hygiene Theory. According to him, man lives at two levels, the physical level and the psychological level. His original study into the good and bad experiences at work of 200 engineers and accountants was designed to test the concept that man has two sets of needs: his need as an animal to avoid pain and his need as a man to grow psychologically.

The respondents in the research were asked to recall times when they had felt exceptionally good about their jobs and then to recall negative feelings they had experienced. His interpretation of the results led him to state his two-factor theory of motivation. Some factors led persistently to employee satisfaction while other factors led persistently to employee dissatisfaction. The satisfiers were called 'motivators' and the dissatisfiers were called "Hygiene factors'

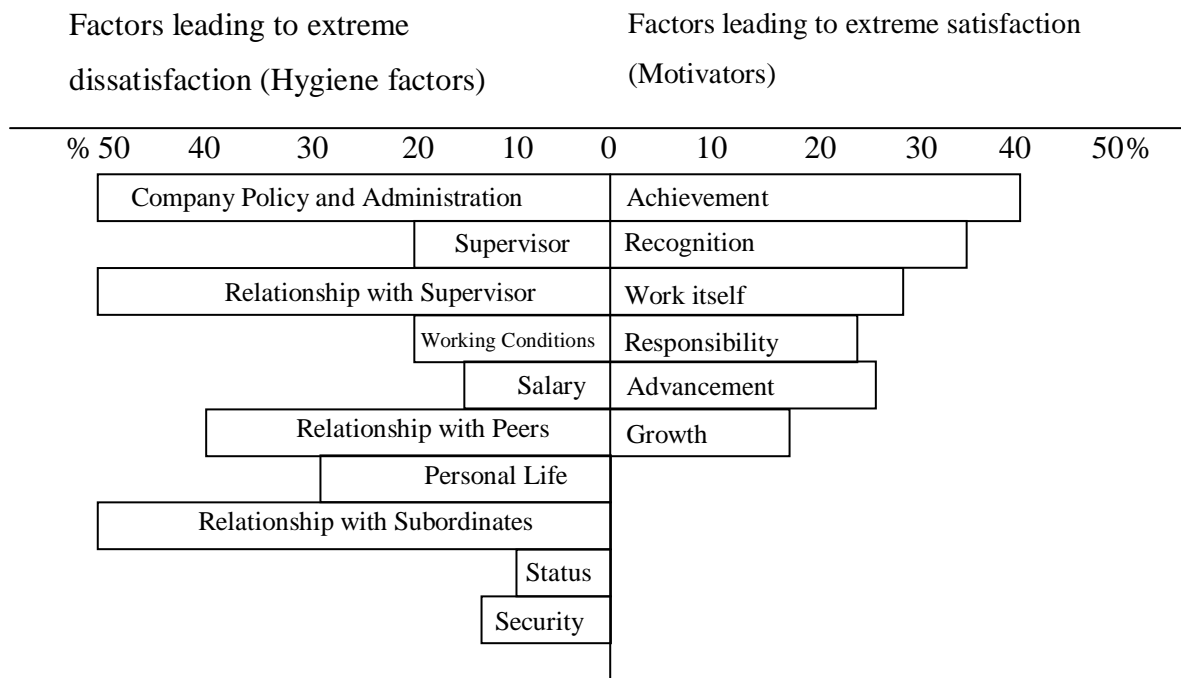


Figure 3: Herzberg's two-factor theory

Source: Cole, 1999

He argues that factors in the workplace that satisfy survival needs, or hygiene factors, cannot by themselves provide job satisfaction – they only prevent dissatisfaction. Alternatively, motivators or factors which satisfy the growth needs can create feelings of job satisfaction. The theory implies that workers can be motivated by ensuring that hygiene factors are present, thereby preventing dissatisfaction and then adding motivators to create job satisfaction. This strategy, according to DeSimone and Harris (1998), is referred to as job enrichment. It is only then that managers can enhance employee performance.

It is however interesting to note that this theory became embroiled in controversy (Pinder, 1984), as other researchers could not replicate Herzberg's results using other methods. Even though there is some support for job enrichment, as a way to motivate employees, it is still unclear whether the

two-factor theory is valid. So notwithstanding the proven criticisms of content theories of motivation, motivation based on need theories, such as job enrichment and achievement are still being used in organisations with some success.

Cognitive/process theories

Process theories attempt to identify the relationship among the dynamic variables which make up motivation. These theories are concerned with the actual processes of how behaviour is initiated, directed and sustained. The major process theories of motivation are Expectancy, Equity Reinforcement and Goal theories. Process theories place emphasis on “HOW” workers behaviour is motivated. In the process theory, Armstrong (2003) opines that the emphasis is on psychological processes or forces that affect motivation, as well as basic needs. It is concerned with people’s perceptions of their working environments and the ways in which they interpret and understand it. According to Guest (1992), the process theory provides a much more relevant approach to motivation that replaces the theories of Maslow and Herzberg, which he suggests have been shown by extensive research to be wrong.

DeSimone and Harris (1998) opine that our conscious thoughts play a key role in how we behave. Process or cognitive theories therefore explain the sequence of thought and decisions that energise, direct and control behaviour. Process theories provide more meaningful guidance on motivation techniques to managers than needs theories. Some of the process theories are expectancy

theory, equity theory, goal setting theory, cognitive evaluation theory, social learning theory and attribution theory. Three of these are reviewed.

Expectancy theory

Vroom (1964) assumes that motivation is a conscious choice process. People choose to put their efforts into activities they believe they can perform and that will produce desired outcomes or rewards that they value. Expectancy theory argues that decisions about which activities to engage in are based on the combination of three sets of beliefs.

According to Bateman and Snell (1999), for motivation to be high, expectancy, instrumentality and total valences of all outcomes must be high. Basically, an employee will be highly motivated if any of the following conditions exists:

- If the employee believes he/she can perform well enough to achieve the positive outcome that he/she knows the company provides to good performers.
- If the employee knows he/she can do the job, and he/she is fairly aware of what the ultimate outcome will be (say a promotion or a transfer).
- An employee knows he/she can do the job, and wants several important outcomes (a favorable performance review, a rise and a promotion). And he/she believes that when he/she performs well, the outcomes will be forthcoming.

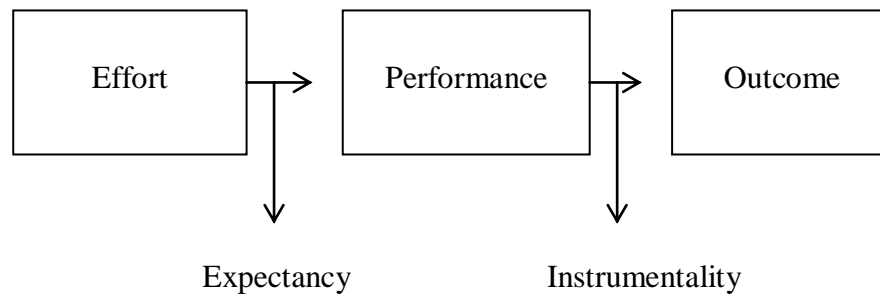


Figure 4: The basic concept of expectancy theory

Source: Bateman & Snell, 1999

Managerial implications of expectancy theory

Most motivational theories are often used to analyse and predict a wide range of individual expressions relevant to organisations like attitudes, perceptions, emotions and behaviour (Sorge & Warner, 1997). Expectancy theory helps the manager zero in on key leverage points for influencing motivation.

According to Bateman and Snell (1999), managers will have to provide a work environment that facilitates good performance and set realistically attainable performance goals, provide training, support and encouragement so that people are confident they can perform at the levels expected of them. Management would have to ensure that good performance is followed by recognition and praise, favourable performance review and pay increases whilst ensuring that employees who are working hard and doing things right will have as few negative results as possible;

Goal setting theory

For motivation to be useful in terms of management and achievement of organisational objectives, it should foster particular choices of behaviour that are in keeping with the organisation's objectives. According to Wright and Noe (1996), managers need insights into what leads people to carry out such behaviours. The theory that addresses such aspect of motivation within specific situation is goal-setting theory set forth by Edwin Locke. Goal-setting theory links employee behaviour to goal characteristics and goal commitment. In other words, employees will be motivated by goals with certain characteristics and to which they are committed.

Wright and Noe (1996) states that in order to achieve difficult goals, people tend to try harder, develop more effective strategies, and focus on achieving the goals. Furthermore, when goals are specific, employees are better able to direct their efforts. In contrast, when goals are vague and challenging, people are less motivated.

Goal specificity is the degree of quantitative precision or clarity of the goal. Goals should also be measurable and specific. According to Bateman, and Snell (1999), ideal goals exhort employees to improve performance. Deadlines and measurable performance goals are specific and quantifiable goals that employees are motivated to achieve.

Gibson, Ivancevich, and Donnelly (1997) contend that goal difficulty is the degree of proficiency or the level of performance sought. Difficult goals lead to higher motivation and performance than do easy or moderate goals. Difficult goals are goals that are hard (but not impossible) for most workers to reach. In the views of Bateman and Snell (1999) difficult and motivating

goals should be challenging but attainable. They should be high enough to inspire better performance, but not so high that people can never reach them.

Wright and Noe (1996) indicate that goal commitment is people's willingness to work toward achieving goals and their reluctance to give up. Thus, a person with high commitment will try hard to achieve a goal, even in the face of obstacles. It is important that workers are committed to attaining goals. Sometimes managers and workers may set goals together (a process of allowing subordinates to participate in goal setting) to boost subordinates' acceptance of the goal and commitment to it (George & Jones, 1996).

Equity theory

The essence of this theory is that employees compare their efforts in similar work situations. This theory is based on the assumption that, individuals who work in exchange for rewards from the organisation, are motivated by a desire to be equitably treated at work.

George and Jones (1996) opine that equity theory is based on the premise that a worker perceives, the relationship between outcomes,- what the worker gets from a job and organisation, and inputs,- what the worker contributes to a job and organisation. Outcomes include pay and fringe benefits, job satisfaction, job security and anything that workers desire and receive from an organisation.

Inputs include special skills, training, education, work experience, time, effort on the job and anything else that workers perceive they contribute to the organisation. What is important to motivation is the way a worker perceives his/ her outcome-input ratio compared to the outcome-input ratio of

another person. According to Rue and Byars (2000), inequity exists when a person perceives his or her job inputs and outcomes to be less than the job inputs and outcomes of another person.

The important point to note in this definition is that, it is the person's perception of inputs and outcomes not necessarily the actual inputs and outcomes. The theory provides a model to management to help them predict and explain employee attitude towards rewards. In other words, a manager who is generous to one employee leads others to expect the same kind of treatment. If they get less, they will feel unfairly treated in comparison, and experience inequity. Hence if management treats all employees in the organisation equal, they will feel a sense of belongingness and get motivated and committed to the organisation's goals.

Restoring equity

As noted earlier, when people perceive an inequity, they ask to correct the imbalance between outcomes and inputs. Logically, the choices are to adjust outcomes or inputs, or both. The ways a person restores equity depend on whether the situation involves too high or too low an outcome relative to the inputs (Wright & Noe, 1996). According to Gibson et al. (1997), there are alternative ways to restore a feeling or a sense of equity.

Consider this scenario where two employees – Setor and Sedem are secretaries in a large organisation. Setor is a conscientious worker while Sedem is a lazy worker but both receive the same level of pay from their employer. According to equity theory, this situation would create a sense of imbalance within them. Simply put, if all workers in an organisation receive

the same amount of bonuses, those who think they have worked harder than others will perceive underpayment inequity because their outcomes were all considered equivalent regardless of effort levels.

Underpaid employees could restore equity by changing their inputs or outcomes, asking for a pay raise, change their referents' inputs or outcomes, or change the referent. An employee may decide that the original referent does not allow for an appropriate comparison and thus select another one to compare him or herself to. Other employees could restore equity by quitting the job or forcing the referent to quit. Some employees could also go to great lengths to sabotage the work to create problems for the company or the boss (Bateman & Snell, 1999).

According to George and Jones (1996), some women workers in Japan are restoring equity by not only leaving their organisations but also leaving their country to Hong Kong and some workers in the United States of America are appealing to the legal system to help them restore equity and increase their outcomes.

Types of motivation

The word motivation comes from the Latin word 'Movere' which means to move. Numerous definitions are given to the term. Words such as aim, desire, end, impulse, intention, objective and purpose are usually included in the definitions (Rue & Byars, 2000).

According to Armstrong (2003), motivation at work can take two forms. First, people can motivate themselves by seeking, finding and carrying out work or being given work that satisfies their needs or at least leads them to

expect that their goals will be achieved. Secondly, management can motivate staff through such methods as pay, promotion, praise etc. He maintains that there are two types of motivation as originally identified by Herzberg (1957). These are intrinsic motivation and extrinsic motivation.

Intrinsic motivation

These are self-generated factors that influence people to move in a particular direction. These factors include responsibility (feeling that the work is important, and having the work is important, and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. Linking this type of motivation to the study, it is expected that the management of CWSA and staff would assume the responsibility and challenge of providing good health to the communities through the provision of water and sanitation services, thereby achieving the agency's goals.

Extrinsic motivation

This is what is done for or to people to motivate them. This includes rewards such as increased pay, praise, promotion, and punishment, such as disciplinary action, withholding pay, or criticism. According to Armstrong (2003), extrinsic motivation can have an immediate and powerful effect, but it will not necessarily last long. It is therefore expected that if management gives extrinsic motivation to staff it would entice the staff to give of their best to the agency in terms of achieving organisational goals.

Importance of motivation

According to Gibson et al. (1997), motivating employees was an important topic as far back as 1789. Samuel Slater, a pioneer who introduced textile manufacturing to America, was concerned about creating a work setting where it was comfortable for workers to do their jobs. Other efforts to create a positive motivational work climate ranged from George M. Pullman's Company down to Henry Ford's Profit-sharing Plan. Today, one reason why our understanding of motivation is important is that high levels of motivation are significant contributors to exceptional performance.

Some of the reasons to motivate the workforce include the following. The morale of motivated employees is high and so they strive to find the best way to perform their jobs. Motivated employees take up higher responsibilities, are innovative, and are more productive than the non-motivated workers. They also want to be part of the winning team by working hard to achieve quality. Motivated workers are self-confident, decisive, and are willing to take part in the decision-making process of the organisation. They remain in the organisation, thus reducing labour turnover and increasing productivity, committed to the organisation and so perform above and behind the call of duty. Motivated employees are not afraid to take up leadership roles such as deputising for management outside the organisation. Knowledge of motivation helps management to understand subordinate's needs and helps them to formulate policies to meet those needs. Motivating employees prevents disputes and conflicts that often characterise some organisations, as a result of de-motivation. Finally, motivation encourages management to treat employees with respect and dignity (Likert, 1961).

As Appleby (1994) indicates, a large part of a manager's task is getting things done through people; therefore he must try to understand people's motivation.

Service delivery

A service in this context may be defined as a system or organisation that provides people with something that they need. This can be said to be the action of serving, helping or benefiting, a conduct tending to the welfare or advantage of another that can either be a condition or employment of a public servant, friendly or professional assistance. In other words, service can be said to be the occupation of serving others or contribution to the welfare of others.

Service delivery has to do with essential services provided by individuals national, local governments or non-governmental agencies to the public. The need for services that no individual can or will pay for, but that benefit all by their presence in the community. Examples of such services may include water and sanitation, public education, telecommunication, electricity and public health services among others.

Public service delivery is the implementation of those services and making sure they reach those people and places they are intended to. Service delivery also implies providing the service directly to the end users or customers. There are 3 major stages in service delivery:-

Needs assessment or research:-a process for determining and addressing needs, or gaps between current conditions and desired conditions often used for improvement projects in education/training, organisations, or communities. In the context of community improvement, it is known as

community needs analysis. It involves identifying material problems/deficits/weaknesses and advantages/opportunities/strengths, and evaluating possible solutions that take those qualities into consideration (Gupta, Sleezer & Russ-Eft 2007).

Service design:-a process to ensure that the service design is based on the research stage. It is the activity of planning and organising people, infrastructure, communication and material components of a service, in order to improve its quality, the interaction between service providers and customers and the customer's experience. To do this, service design methodologies are used to plan and organise people, infrastructure, communication and material components used in a service. The increasing importance and size of the service sector, both in terms of people employed and economic importance, requires services to be accurately designed in order for service providers to remain competitive and to continue to attract customers (Hollins & Hollins, 1993).

Service delivery:-a process to ensure that the services delivered are consistent with the service design and ensuring that the services provided have reached the end users or customers. Organisations strive to develop strategies to promote continuous improvement in the quality, quantity and equity of service provision. Such strategies include a mission statement for service delivery, the service to be provided, to which group of people and at which service charges. The principle of affordability and redirecting resources to areas and groups previously under-resourced is considered in organisations mission statements.

The strategies also have to identify the human resource development,

organisational capacity building and staffing needs tailored to service delivery needs. Service standards, defined outputs and targets and performance indicators must be relevant and meaningful to the individual users. This means that they must cover the aspects of service which matter most to users. To ensure that service delivery is constantly improved organisations outline their specific short, medium and long term goals for service provision. According to Leadbeater and Cottam (2008), service delivery is effective when it is delivering services which meet the basic needs of all citizens.

Motivation and service delivery

Organisations are set up to provide specific products/services to targeted members of the population. The mechanism through which these services are made available to the clients is what is known as service delivery. The aim of service delivery is to achieve a genuine, lasting and positive transformation in the services that people receive (NCVO, 2009).

All over the world, organisations are known to exist and function in complex and dynamic environments. This circumstance compels organisations to adopt innovating measures to meet the changing needs of the time and to bridge the gaps between goals and actual performance. However, the level of achievements of these pre-set goals of performance depends on how well the human element, unarguably the most important asset is motivated to work. Thus, motivation in modern work environment has become an important aspect of employer's duty if the organisation's set objectives are to be achieved.

In most public sectors in Ghana, the present poor service delivery quagmire can be traced to poor motivation, and this in turn is partly responsible for the present state of the frequent industrial actions being experienced in the country. Changing the status-quo requires going beyond the 'traditional' service delivery improvement initiatives. It requires getting the public servants involved in such initiatives and adequately motivating them in order to make them remain service focused and sustain the service delivery improvement initiative (Obuobi, 1994).

Given that each employee has a motive for joining a given organisation and once these motives, desires or goals are not fully met, it has negative effect on service delivery and productivity. This was underscored by Sanzotta (1977) that only highly motivated employees will contribute their best to the organisation, not the partially motivated ones. The achievement of excellence in service delivery and productivity through people depends on attracting and retaining the right caliber of people and then providing them with both financial and nonfinancial incentives and rewards which will maintain and indeed increase their motivation

That public service management and service delivery in greater part of the country is lethargic is stating the obvious. Therefore, achieving improved public service delivery in organisations in Ghana requires going beyond organisational policies. It requires that the public service plays vital and indispensable roles in planning and managing the state which they serve to move to the next level with regards to motivating the workforce for the attainment of improved performance and improved service delivery.

Job motivation/job satisfaction and job performance

The concept of job motivation is closely related to job satisfaction and job performance. Hence many people perceive motivated employees as satisfied employees and therefore high performers (Gibson et al., 1997). However, Rue and Byars (2000) do not agree with this assertion. They hold the view that job satisfaction refers to an individual's general attitude towards the job he/she performs.

Wright and Noe (1996) indicate that some people have a positive attitude towards their work; they enjoy their work and it fulfills their needs. Such an attitude they contend is job satisfaction. George and Jones (1996) also agree that job satisfaction is the collection of feelings and beliefs that people have about their current jobs. To them, people's levels or degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Bame (1981) also emphasises the view that job satisfaction is a multi-dimensional phenomena and that it comprises a complex set of variables, which operate to determine a worker's attitude towards his job.

Gibson et al. (1997) define motivation as the concept we use when we describe the factors acting on, or within an individual to initiate or direct behaviours. This concept is used to explain differences in intensity of behaviours regarding more intense behaviors as a result of higher levels of motivation and also to indicate the direction of behavior. As a result, managers prefer positively motivated employees because they seek to find the best ways to perform their jobs. Cole (2002) cited in Vroom and Deci (1976) stated that it is not easy to answer what motivates workers.

Should managers care about the satisfaction employees derive from their jobs? For some managers, this is a consideration for others and a matter of ethics. For many years, many managers have believed that a satisfied worker will automatically be a good worker. In other words, if management could keep all the workers “happy”, good performance would automatically follow. Research has therefore investigated whether there is a link between job satisfaction and job performance.

The research examined the once widespread assumption that satisfaction is related to job performance. Researchers looked for a correlation between the two; that is they investigated whether raising job satisfaction would lead to an increase in job performance. Over all, that research failed to find such a link, and by the 1950’s the consensus was that satisfaction and performance were unrelated (Wright & Noe, 1996).

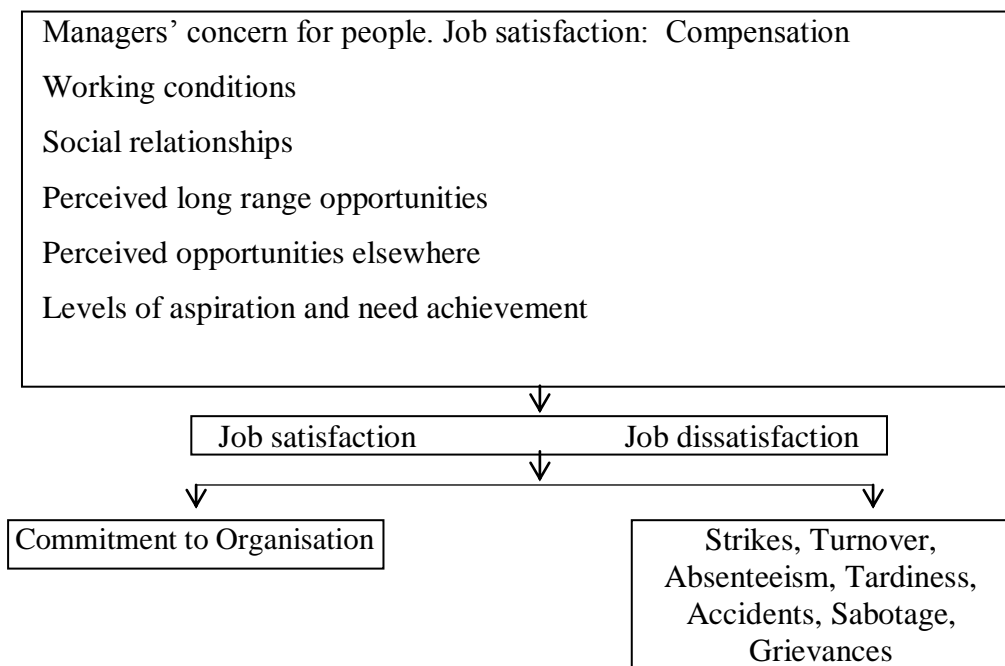


Figure 5: Determinants of satisfaction and dissatisfaction

Source: Rue & Byars, 1995

According to Gibson et al. (1997), some workers are satisfied with work but are poor performers. Similarly, there are employees who are not satisfied but are excellent performers. Figure 5 shows that job satisfaction can lead to commitment to organisation, while job dissatisfaction can lead to strikes, absenteeism, sabotage and grievances.

Because of these influences, managers continue to search for techniques and programmes that improve employee job satisfaction. Many practising managers have apparently concluded that performance means more than simply counting the quantity and quality of production.

Why people work

It is often argued that extra money does not motivate people to work. Then it will be prudent to ask what does motivate people to work? Some formal research and experience have indicated some reasons for people working. These reasons include security, status, opportunity for promotion at work, goals and aspirations, congenial working environment and the type of organisation. Bofo (1999) indicates in his book “Essentials of Management” that people do not work for money alone, and that once a satisfactory income has been achieved, pay becomes a secondary consideration. He is of the view that people do work because of the following reasons: security, status, use of skills or intelligence, goals and aspirations, external aspirations, congenial working environment and the type of industry.

Morse and Weiss (1968) conducted a study on why people work. The findings of the research showed that 31 percent of workers would still continue working even if it was not financially necessary because of the

relationship with colleagues. The importance of the results of Morse and Weiss (1968) to this study is the evidence that work produces a feeling of belonging to a larger society and not necessarily the desire for salary or wage as the ultimate aim for working. It must be noted clearly however, that the importance of getting a wage or salary as a reason for working should not be completely dismissed because it serves the individual's needs- his cultural background and socio-economic status.

Notwithstanding the criticism that money or salary is also a factor for working, it is one reason why people work. According to Costley and Todd (1987), people work because of the salary or wage, opportunities for promotion, status and the type of work. For some people, a job spells security. Again, working within a particular organisation may spell even greater security than working within an alternative organisation (Armstrong, 2003).

Most workers value their social status highly and would work hard to protect and improve upon it throughout their working lives. The individuals self perception and recognition of others affect his status (Maslow, 1984). Failure to satisfy these needs could lead a person to feel inferior and apathetic. Davis and Newstrom (1986) posit that many jobs offer little opportunities for the satisfaction of esteem needs. Many psychologists have proposed that people need to feel worthwhile and positive about themselves. In a typical African culture the unemployed persons are looked upon with disrepute. Even at the work place, some jobs are looked upon as having greater status than others and many workers are motivated to achieve such greater status (Sanzotta 1977).

Very often, workers consider the opportunity a job can offer before seeking it. The more the opportunity, the more attractive the job might be. Among the many opportunities a job might offer, opportunity for gaining promotion from one grade to another is very crucial to workers (Costley & Todd, 1987). Again a large number of workers are not only motivated by promotion prospects because of an urge to take on responsibilities but rather because of the fruits available consequent upon better earnings.

Many workers are motivated by the desire to achieve positions of responsibility. They see themselves as being in command of a department or even for the very ambitious, of the whole organisation. For such people their motivation is to show their employers how well they can handle their jobs, so that they would be promoted higher up the management ladder. Torrington and Hall (1998) state that such employees must be able to see their way to the top otherwise, their burning desire to get to the top would urge them to seek opportunities elsewhere. Such workers are therefore better motivated if management puts in place a positive motivational policy.

A pleasant congenial environment positively motivates all workers. The physical arrangement of facilities also termed “facilities layout” is essential for employee satisfaction. The physical work environment; temperature, ventilation, light and ergonomically friendly working environment affects employee motivation performance and safety (Rue & Byars, 2000). Studies clearly show that adverse physical conditions do have a negative impact on performance. Unfortunately, this stimulus has only a limited life, and its effects disappear when the workers have become thoroughly accustomed to the environment.

There are many so-called glamorous industries which attract people to work in them, especially the youth, and motivation to work in these industries can be very strong for them. These industries include marketing, fashion, sports, advertising, entertainment etc. Most young people are shying away from Agriculture and Education especially teaching. This is so because they consider the latter to give them less status than the former ones. A young employee feels some superior status when he or she has been employed to work in a bank, even as a clerk, in spite of an offer to be a senior accountant on a large poultry farm.

From the above reasons why people work, it is obvious people work for many reasons and each worker would have a different combination of attitudes and motivation, some of which may not even be conscious ones. A recognition that these reasons do exist, however, should assist managers to motivate workers at all levels, while achieving the organisation's goals.

The relevance of incentives in personnel management

All over the world, in management practice, personnel managers have resorted to the use of incentives as a motivation technique because management believes that when the worker is motivated, he/she would be more productive whilst his/her person would also be satisfied. Vroom (1964) conducted a study into satisfaction having a significant influence on motivation and came out with the finding that job motivation was a matter of individual attitude. He observed that when the same amount of incentives is given to a group of employees with the sole aim of boosting their morale, there were variations in the arousal level of each worker. Some were highly

motivated; others were just moderately motivated while the rest were not motivated at all. The research of Brayfield and Corckette (1985) revealed that there was little evidence of relationship between job performance and satisfaction.

The works of Laird and Laird (1967) also explained motivation that people are most likely to be motivated most strongly by what they do not have. For instance an employee who already has a home theatre television set will definitely not be strongly motivated when management gives him an award of a home theatre again for his hard work. Perhaps a reward of a personal car which the worker does not have will motivate him or her.

Cascio (1989) points out that when incentives purported to reward individuals fit the situation, performance increases on average of 30 percent due to strong motivation. He also held the view that incentives directed at a group increases motivation by only 18 percent. The findings of Cascio (1989) have since exacted a great impact in the labour industry because management has shifted more attention to the provision of incentives to individuals than groups, as a better method of increasing job motivation.

According to Porter and Lawler (1988), instead of job motivation being a determinant of performance, the performance of a task can provide motivation. They are of the view that when workers' skills, working conditions and morale are improved, they will be more committed to the job. When workers are dissatisfied, they may absent themselves from work or even lazy about at work thus being unproductive. Other incentives that workers may desire include bonuses, free accommodation, car-loan, free medical care,

salary advance, over-time allowance, scholarship awards, study leave (with pay) and free education of children.

Herzberg and Snyderman (1989) indicate that morale is a product of individual job motivation and group cohesiveness. They argued that workers get dissatisfied when these are absent. Pratt (1999) emphasised that in order to make effective use of manpower; management should not only understand how people behave, but also why they exhibit certain behaviour patterns at their workplaces.

Retention of staff

As said by Rebore (1982), reward is the rationale behind every labour. He explains that the main purpose for establishing a reward policy is to attract and retain qualified employees who will provide the type of service expected by the public. Herzberg and Snyderman (1989) also state that rewards such as salary operate to improve the environment of employees. They are of the view that hygiene factors will not reduce job dissatisfaction, but it will help to rather prevent job dissatisfaction. Motivators are the only factors that cause employees to exert more effort and thereby attaining more productivity. However, the availability of hygiene factors will reduce job dissatisfaction and thereby improve employee retention.

Dunning (1992) points out that, it is vital to operate adequate procedures for dealing with all disputes and grievances quickly and to make every effort, to improve relations between management and employees through the use of participative methods. Dunning (1992) contends that management must provide welfare services such as health and safety needs to

employees, which are of course mutually beneficial to them and the organisation. In his view, the absence of motivation will lead to frustration which is manifested in low level of production or poor quality of service, high rate of absenteeism, lax of discipline, high labour turnover and the like.

Armstrong (2003) states that retention planning strategy is what can deal with this problem. It is the labour market that will ultimately determine the movement of employees. “You can’t shield your people from attractive opportunities and aggressive recruiter”, he noted. Armstrong (2003) suggests that the old goal of Human Resource Management - to minimise overall employee turnover, needs to be replaced with a new goal;- to influence who leaves and when.

Bevan (1999) proposes that risk analysis should be conducted to quantify the seriousness of losing key people or of key posts becoming vacant as a result of lack of motivation.

The study would examine the stimulus and processes management would apply to influence the behaviour of their staff to deliver quality service. It would also examine the role stakeholders play and how satisfied they are in the service delivery process.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter describes the methods adopted in conducting the study. The issues discussed are the study design, the population, and sample for the study; instruments for data collection and the data analysis techniques used.

Study organisation

The Community Water and Sanitation Agency in the Eastern Region operates a flat administrative structure with administration of the region being vested in the regional director and two project advisers. Below him are two categories of staff classified as senior and junior. The senior staff, made up of qualified professionals is classified into four categories according to their area of specialisation. These are the Engineering, Extension, Accounting and Information Technology. Each of these professionals reports to the regional director and the project advisers through their unit heads.

The junior staff consists of the regional director's secretary, drivers, office assistants and security. All these officials report to the regional accountant in the absence of a substantive administrative officer. For effective management, the regional director holds monthly review meetings with the senior staff at which project activities, achievements and challenges are discussed to chart the way forward. The various units also hold weekly

meetings to plan and review their activities. Inter unit co-ordination meetings are held occasionally to discuss cross cutting issues. Since most of the projects the region facilitates are carried out in the district level, similar meetings have been institutionalised at the district level in which regional office staff participates. In addition, the regional office organises quarterly review meetings to which all districts benefiting from CWSA facilitated projects in the region are invited in order to review, assess progress made and also share ideas.

Study design

The study is non-interventional and descriptive and it has the purpose of assessing factors that influence motivation of staff for the achievement of service delivery in Community Water and Sanitation Agency in the Eastern Region. The study is non-interventional because it describes and analyses the problem of motivation in CWSA E/R, without manipulating or introducing any stimulus or corrective measures (Fraenkel & Wallen, 1990).

The study is also descriptive because it attempts to give a clear picture of the problem as it exists. It thus produced a meaningful picture of events. Respondents' perceptions and behaviours could be explained either directly or by reasoning. In other words, the design was considered the most appropriate since the study was to report the way things were.

Population and sampling procedure

The target population embraces management and staff of CWSA. Management by virtue of its position had a role to play in the motivation of

staff and thus was in a better position to provide relevant information for the study. Other respondents were 6 M/DWST from the two Municipal and District Assemblies, 46 WATSAN and 60 opinion leaders and members in the service provision communities who were resident in the communities.

All 29 staff members of CWSA were purposively selected because the study concerns them most. However, 27 responded to the questionnaires comprising 3 management staff and 24 general staff. Table 1 shows the breakdown of staff of CWSA Eastern region as at June 2006.

Purposive sampling technique was used to select five opinion leaders from each of the six communities. The simple random sampling (lottery) was used to select 5 members from each of the 6 communities. This was to ensure that the selection of the elements was unbiased and also to obtain a fair and representative sample. It is a procedure that has the important characteristics of ensuring that elements in the population have reasonable and equal chances of being selected. Purposive sampling was used to select one DWST each from the three communities in the New Juaben Municipality and the three communities in the Suhum District making a total of six M/DWST.

In order to get a true representative sample, the quota technique was used to select the WATSAN. Each of the six communities was given a quota of eight making a total of 48, as the study did not expect much variation within a particular community or committee. However, 46 WATSAN were interviewed. In the case of community members, 10 each was allotted to the six communities, thus making a total of 60 community members who were interviewed.

Table 1: CWSA- Staffing status as of June 2006

Unit	Designation	Male	Female	Total
Management	Regional Director	1	0	1
Administration	Accountant	1	0	1
	Project Accountant	1	0	1
	Account Officers	2	0	2
Software	Extension Services Specialists	3	1	4
	I.T. Specialists	2	0	2
Technology	Water & Sanitation Engineers	2	0	2
	Hydro geologist	3	0	3
Support staff	Drivers	8	0	8
	Secretary	0	1	1
	Office Assistant	1	0	1
	Utility Person	0	1	1
	Security	2	0	2
Total		26	3	29

Source: Fieldwork, 2006

Data collection methods

In order to obtain reliable and accurate information for the study, both primary and secondary data were used. The main instruments used for the collection of the primary data were questionnaire and interviewing schedule developed for the purpose. Two field assistants were trained to help in the administration of questionnaires and interviewing. The questionnaire was made up of open-ended and close-ended items. This was to create the

opportunity for respondents to express freely their views and opinions on some of the issues instead of limiting them to specific responses.

The use of the interview method greatly enhanced the interview sessions because respondents opened up to express their feelings and to make recommendations without any inhibitions. Although the interview method was tedious and time consuming, considering the level of education of some respondents who were semi-literate, the method was found to be more appropriate for easy and reliable data collection than other methods such as the questionnaire. The face-to-face encounter made it possible to explain further, questions that could not be fully understood initially and to probe further answers that were incomplete, irrelevant or not clear. The method further made it possible for the interviewer to observe the reactions and facial expressions of respondents which were very valuable for making some judgements. Gordon (1976) has shown the importance of non-verbal communication to interpreting verbal information.

Table 2: Distribution of questionnaire respondents and interview schedules by status

Category	Number of respondents
Management staff	3
General staff	24
M/DWST	6
WATSAN	46
Community members & opinion leaders	60
Total	139

Source: Fieldwork, 2007

As the discussion of the sampling procedure shows, in all, one hundred and thirty nine questionnaires and interview schedules were administered. Table 2 shows the distribution of questionnaires and interview schedules to the respondents by status.

The sample was made up of 3 management staff, 24 general staff, 6 M/DWST, 60 opinion leaders and community members and 46 WATSAN to collect data on items like demographic information on respondents, motivational issues, degree of workers' participation in decision-making, training and development, available water sources, job security, working conditions, working relationships, goals and objectives of the agency.

Three different sets of questionnaires were designed and administered to management, general staff, M/DWST while two interview schedules were designed and administered to WATSAN and community members. With regard to the secondary sources of data, books, journals, memos, reports and other reading materials were consulted to review literature on Human Resource Management theories and practices. Others include the memorandum of understanding between CWSA and DA, the corporate plan of CWSA and Annual Review Reports. Such information gave an idea of the duties of each party in the service delivery process. Data collection started in June 2006 and ended in December 2007.

Fieldwork

Every research has its own peculiar challenges and this one was not an exception. The researcher approached the staff of CWSA in Koforidua for information concerning the coverage of its activities. The knowledge acquired

led the researcher to contact the municipal and district assemblies of New Juaben and Suhum respectively who were working in the communities directly. The schedule officers at the assemblies gave information on the areas of operation in the municipality and the district. Being the resident district of the researcher and also considering easier accessibility, the New Juaben municipal and Suhum district were chosen for the study. The researcher liaised with the CWSA staff at the regional office and the M/DWST at the assemblies to select three communities each from each the New Juaben municipality and the Suhum district which were benefiting from water and sanitation facilities. The researcher was taken round the villages by the M/DWST and introduced to all significant individuals and opinion leaders. The introduction was necessary to open the way for the establishment of confidence, rapport and to seek their co-operation, conditions which are vital for a successful research.

Field challenges

In the field, the frequent unavailability of some respondents was a problem encountered. This was particularly during the time of distribution and retrieval of questionnaires to and from some respondents. Some respondents failed to answer the questionnaire for collection at the appointed date and time with the excuse that they were busy. It was a trying and frustrating experience considering the limited time and resources at the researcher's disposal.

Interviewing rural people can be as difficult as it can be interesting. With regards to the community members for instance, on the scheduled date for interviews to be conducted, the researcher gets to the venue only to be informed that the respondents had travelled for a funeral and would be away

for a week or so. The homogeneous nature of rural communities makes one man's business everybody's thus sooner or later while one person is being interviewed, a group of people gathered not only to listen but also to participate in the interview by giving their opinion on questions directed to the respondents.

Some community members also provided information that was unrelated to the subject matter, with the belief that such issues could be addressed by government on their behalf. Lack of concentration on the part of the respondents being interviewed, interference from children and other household members posed some challenges to the researcher.

Another challenge had to do with transportation and the bad nature of the roads. The nature of some of the rural communities' roads is such that vehicles ply them only on market days. This meant undue delays, thus inhibiting the rate of progress of the researcher.

Data processing and analysis

Information gathered from the study was screened. The questionnaires returned were cleaned. Responses to the open-ended items were edited and coded. The Statistical Product and Service Solutions (SPSS) software version 12 was used to process the data and finally the output was subjected to analysis and interpreted.

Data collected were summarised in the form of frequency distribution tables. Item by item analysis was done after which the scores for the variables were summarised to determine the overall rating. The variables included motivation, training, promotion, incentives, decision making, job security,

salary, working conditions, working relationships, goals and objectives, equal treatment and pension.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this chapter, the results obtained from the study were presented and discussed. There were three objectives that the study sought to address and this chapter was discussed accordingly. The first section focused on background characteristics and the satisfaction of CWSA staff in terms of motivation. The second section addressed the first objective which is the satisfaction of CWSA staff in terms of motivation. The third section discussed the second objective which relates to issues of effectiveness of the motivational processes on staff members. The third objective which is the stakeholders' role and satisfaction in the service delivery process was discussed in section four.

There were five sets of instruments administered to respondents. However, three sets of respondents were discussed together to form one category while the other two were discussed separately, thus making three categories in all for discussion purposes. The first category is made up of management staff and the second of general staff. The third category of respondents whose views were sought on motivation, water and sanitation service delivery in their communities comprised of Municipal/District Water and Sanitation Teams (M/DWST), the Water and Sanitation Committees (WATSAN) and community members and opinion leaders.

Background characteristics and the satisfaction of respondents in terms of motivation

The issues discussed in the background were gender distribution and educational achievements. The total sample size was 139 respondents, comprising 3 management staff, 24 general staff, 6 MDWST, 46 WATSAN and 60 community members and opinion leaders.

Gender distribution

Differences in job satisfaction for both genders have been reported in various studies (Clark, 1997). The gender of respondents was therefore obtained and the distribution shown in Table 3.

Table 3: Sex distribution of respondents per status

Type of respondents	Male		Female		Total	
	No.	Percent	No.	Percent	No.	Percent
Management	3	100	0	0	3	100
General staff	21	87.5	3	12.5	24	100
MDWST	6	100	0	0	6	100
WATSAN	27	59.0	19	41.0	46	100
Community members	39	65.0	21	35.0	60	100
TOTAL	96	69.1	43	30.9	139	100.0

Source: Fieldwork, 2006

All three management staffs were male. As Table 3 shows about 87 percent of the total number of general staff respondents were males whilst only about 12 percent were females. With the MDWST all the 6 were males. Fifty-nine percent of the WATSAN were males while about 41percent were females. Sixty-five percent of the general community members were males and 35 percent were females.

Educational achievement

The level of motivation an employee expects may have a direct relationship with his or her education. Thus the higher one's level of education the higher his/her expectations would be in terms of level of motivation at the workplace. Kaufman and Hatch Kiss (1999) indicated that every university student for example is aware of the costs of pursuing a university degree and benefits of increased earnings, more attractive employment opportunities, and higher status and social prestige. Table 4 shows the distribution of the educational attainment of respondents.

Table 4: Distribution of educational attainment of respondents

Academic attainment	Frequency	Percentage
Graduate	29	20.9
Post secondary	21	15.1
Secondary	19	13.7
Middle/ JSS	58	41.7
No education	12	8.6
Total	139	100.0

Source: Fieldwork, 2007

Note: rounding error*

On academic attainment of respondents, 20.86 percent were graduates. About 50 percent of the respondents hold a secondary certificate or better. Their qualification is indicative of the high quality staff in the agency which could be assumed to ensure that the goals of the agency, which in this case is service delivery, could be achieved.

The satisfaction of staff of CWSA in terms of motivation

The first objective of the study was the satisfaction of staff of CWSA in terms of motivation. The responses discussed in this section were salary, working conditions working relationships, job security, welfare issues, equal treatment, decision making and work in general. The performance of an employee often depends on the level of motivation and satisfaction with the job (Gibson et al., 1997). To measure the satisfaction of management and general staff on the job, questions were asked to ascertain their level of job motivation and satisfaction and the responses are discussed below.

With regard to salaries, all the 3 management staff were satisfied with their present salary while 87.4 percent out of the 24 general staff were dissatisfied with their salaries. The results imply that management is not motivating their staff well enough for them to give off their best. Low remuneration does not boost the morale of employees. This confirms Rue and Byars's (1995) view that in an organisational context when an employee is provided with sufficient financial rewards in the form of salary or bonus, it ensures that his or her physiological needs are satisfied and thus is motivated.

All three management staff said they motivate their staff by offering them allowances and training. They further indicated that just as some of the

staff, they also derived self-fulfillment as a form of motivation from their job. The joy of providing potable water and sanitation services to needy communities is their source of fulfillment.

Seventy nine percent out of 24 of the general staff who responded said they were dissatisfied with working conditions. In contrast, all three management staff who responded said they were satisfied with their working conditions. In view of the dissatisfaction about working conditions expressed by the general staff, the researcher asked them to indicate what they were not satisfied with. The complaints of general staff about working conditions varied from low income (10.5%), job insecurity (15.8%) lack of appreciation (5.3%), heavy workload (31.6%), attitude of some District Assembly personnel (10.5%) and frustration about promotions (5.3%) among others.

The staff who did not complain indicated that at times there were no avenues for complaints, while at other times the outcome of the complaints were not favourable. Regarding staff satisfaction concerning the reaction to their complaints and requests by management staff, 20.9 percent indicated that they were satisfied with the reaction to their complaints.

With regard to work relationships within the Agency, two management staff indicated that they were satisfied. On the part of the general staff, 45.8 percent out of 24 who responded said they were satisfied with work relationships while 13 said they were not satisfied. On the issue of how the work relationships between management and staff could be improved, both management and staff indicated satisfying employee interests, involvement in decision-making and good management techniques as vital ingredients.

Two of the three management staff indicated satisfaction with their job security. On the other hand, only five out of the 24 general staff said they were satisfied with job security in the Agency.

To probe further as to why some workers were not satisfied with job security, the reasons presented are shown in Table 5. From the responses given it looks like the project staff feel more insecure than the permanent staff since obviously the CWSA staff job is guaranteed. The project staff also raised concern about the flat organisational structure of the agency which does not encourage promotion. That is why the project staff indicated strongly that appointment should be regularised instead of being contractual.

Table 5: Factors affecting job security

Factors	Frequency	Percentage
The CWSA staff and project staff dichotomy	6	31.7
Termination of contract by Dec. 2008	5	26.3
Job is on contract basis subject to renewal	4	21.0
Lack of promotions	2	10.5
No room for long term planning	1	5.3
Job does not inspire commitment	1	5.3
Total	19	100.0

Source: Fieldwork, 2006

The study shows that all 100% of management staff indicated satisfaction about health and welfare provisions in the Agency. On the contrary, the general staff were of the view that welfare services were not excellent. Seventy one percent of the general staff were not satisfied with

welfare issues in the organisation. Health provision services were particularly singled out for their importance in the lives of personnel, if they are to achieve service delivery and organisational goals. The development of health, safety and welfare provisions is to a large extent inter-related with the development of personnel management itself (Torrington & Hall, 1998).

Eighty eight percent of general staff indicated that employees do not receive equal treatment in the Agency. Majority of the responses fell within these multiple responses. a) The flat nature of the organisational structure. b) Favouritism of CWSA staff, and c) Discrimination against project/contract staff, make way for unequal treatment of staff. It is worthy to note that currently there are thirteen permanent staff of CWSA while seventeen others are on contract, to work on the second phase of the DANIDA project, which expired in December 2008. The contract/project staff members will have to re-apply to be re-engaged for the extension of their contract, otherwise they lose their jobs. This may account for the preferential treatment given to the permanent staff as against the project staff.

On the other hand, all three management staff indicated that they had no misgivings about equity issues in the agency. According to Rue and Byars (2000), inequity exists when a person perceives his or her job inputs and outcomes to be less than the job inputs and outcomes of another person.

The three management staff members were also satisfied with the decision making procedures within the agency. Management's position is largely supported by the views of 67% of general staff who confirmed that they took part in decision making in the Agency.

The study probed further to identify the levels at which staff members took part in decision-making. The multiple responses included the following levels: the local Trade Union Congress (TUC) level, at the middle level management, at senior staff level, at unit level, at regional and national levels. This is an indication that the staff is not left out in decision-making in the Agency. In line with Torrington and Hall (1998), the way decisions are communicated to the employee is critical. Decision-making at one point should include employees to enable them express their concerns and needs for successful implementation of the planned decision.

It was determined that 33.3 percent of the general staff indicated that they did not participate in decision-making in the agency while 66.6 percent said they participate. The staff members who do not take part in decision-making expressed the desire to take part, with the reason that they are in a participatory world and that everyone must make an input into the decision-making process. Secondly they expressed the desire to put across to management the needs of, and the constraints that face junior staff. This reveals the fact that junior staff might not be fully represented at the level of decision-making. This is a disincentive for motivation and the achievement of organisational goals and service delivery (Cascio, 1989).

Even though the general staff complained about job security, 75 percent said they were satisfied with the Agency as a place of work. Perhaps the turbulent nature of the labour market, especially in Ghana could compel employees to remain at their work places even if they were not satisfied with the job and not because they were motivated to stay GTUC (2006).

The responses elicited from general staff seemed to be in line with management's position that they retain their staff with such techniques as compensation, training, and the offer of incentives. Management also maintained that they were satisfied with work in the agency.

Effectiveness of the motivational processes on staff members

The second objective of the study addressed the effectiveness of the motivational processes on staff members. The issues discussed in relation to the motivational processes were the achievement of the goals and objectives of the agency, training and development programmes, pension schemes and some selected motivational factors presented to management and the general staff.

Goals and objectives of the Agency

CWSA's objective and functions as specified in Act 564 of 1998 are to facilitate the provision of safe water and related sanitation services to rural communities and small towns. As to whether the goals of the Agency are being achieved, all management staff agreed, and the general staff also indicated that the goals and objectives were being achieved. Both management staff and general staff gave evidence that their targets set for each year were met. The study revealed that there had been increased coverage in water and sanitation services in the rural communities of the region from about 20 percent to about 75 percent over the years (Community Water and Sanitation Agency, 2002). This confirms Robert and John's (2000) assertion that when objectives are identified clearly and precisely, the employee will do a better job of achieving the desired results. Both management and staff responded

that they were eager to do even more to improve the lives of needy communities in general and in water and sanitation services delivery in particular.

All three management staff indicated that training programmes for their staff were on-going in the agency. The mode of selection of participants was based on merit, appraisal and need assessment, and the content of the training programmes were informed also by organisational goals, to a very large extent. Similarly, 83.3 percent of the general staff confirmed management's assertion that they have had local training. The data showed that 66.7 percent of the general staff had undergone some form of foreign training. According to Armstrong (2003) one aim of training is to help the organisation achieve its purpose by adding value to its key resource- the people it employs. The benefit it derives from training is corporate performance in terms of output quality, speed and overall productivity.

When asked whether the training programmes took care of organisational goals, 79.2 percent out of 24 of the general staff responded in the affirmative. The data reveals that generally in CWSA, training is adequately provided for both staff and management. Furthermore, the beneficiaries of the training programmes indicated that the training had exposed them to potential future career advancement and that the various courses had helped them to identify their personal needs for growth and development.

A pension scheme is an arrangement under which an employer provides pensions for employees when they retire, income for the families of members who die, and deferred benefits for members who leave. Rabelo

(2002) states that, ideally, government and organisations need to identify a way of accommodating and adequately rewarding employees' past efforts through recognised pension plan, so that it can achieve the goal of their existence. Some reasons for having a worthwhile pension scheme are that it portrays the organisation as a good employer; attracts and retains high-quality personnel by helping to maintain competitive levels of total remuneration, and that it indicates the organisation is concerned about the long-term interests of its employees. It provides an attractive and competitive remuneration package which both attracts and retains high quality employees (Armstrong, 2003).

On the part of the general staff, five said they were satisfied with a form of pension scheme they had instituted called 'The Provident Fund'. CWSA management confirmed that the Agency does not have any official awards or pensions schemes. All the three managers further added that it was long overdue for such a scheme to be introduced and the package should include awards and end-of-service benefits, to motivate and also serve as a morale booster to the general staff.

As part of the motivational processes on staff members, ten motivational factors were presented to both management and staff to determine their most preferred factor of motivation. These factors were examined to identify how they impact service delivery As Table 6 shows, in the view of management staff, the most important factors of motivation for them which all the three considered equal were job security, challenging work, increased responsibility, interpersonal relations and self fulfillment. Other factors followed in this order of importance: working conditions, accommodation, opportunity for growth and development. Prestige/honor and

status/position appear to be the least important to them. Increased productivity is the major management objective sought in an attempt to achieve corporate goals (Martin, 2003), and the influence of these factors cannot be overstated.

Table 6: Preferred factor of motivation for management*

Factor	Management	
	No.	Frequency
Job security	1	3
Challenging work	2	3
Increased responsibility	3	3
Interpersonal relationships	4	3
Self- fulfillment	5	3
Working conditions	6	2
Accommodation	7	2
Opportunity for growth and development	8	2
Prestige/ Honor	9	1
Status/ Position	10	1

Source: Fieldwork, 2006

*The data in the table are multiple responses

On the other hand, job security, good working conditions, opportunity for growth and development and self fulfillment were mentioned by general staff as their most preferred factors of motivation. In descending order, the rest were accommodation, challenging work, interpersonal relations, status/position and increased responsibility.

Table 7 shows that the three most important factors of motivation for general staff of CWSA in the Eastern Region were job security, working conditions and self fulfillment. It could therefore be assumed that these factors would motivate staff by boosting their morale.

Table 7: Preferred factor of motivation of general staff*

Factor	General staff	
	No.	Frequency
Job security	1	23
Working conditions	2	22
Self- fulfillment	3	21
Opportunity for growth and development	4	20
Accommodation	5	20
Challenging work	6	19
Interpersonal relationships	7	18
Status/ Position	8	17
Prestige/ Honor	9	17
Increased responsibility	10	12

Source: Fieldwork, 2006

* The results in the table are multiple response.

Highly motivated staff members consider themselves as shareholders and therefore would work hard to achieve the goals of the organisation which in this case is service delivery. This study confirms Likert's (1961) findings that when motivated employees' morale is high they strive to find the best way to perform their jobs.

The stakeholders' role and satisfaction in the service delivery process

The third objective of the study was the stakeholders' role and satisfaction in the service delivery process. The fulfilment of the needs of workers has a positive effect on their motivation which translates into the provision of successful service delivery and satisfied customers (Huezo, 1999). Issues concerning how satisfied beneficiary communities were of the services provided by CWSA were investigated and discussed in this section. These were available water sources, satisfaction with current source of water, decision to request water facility and the maintenance of water facility. Others include issues discussed at meetings, logistics and training of WATSAN and MDWST, problems of WATSAN and benefits derived by communities from the water facilities.

Table 8: Available water sources

Water sources	WATSAN		Community members	
	Frequency	Percentage	Frequency	Percentage
Borehole	39	88.8	50	83.5
Open hand dug well	4	8.6	4	6.7
Hand-dug well with pump	3	6.5	3	5.0
Surface water	0	0.0	3	5.0
Total	46	100.0	60	100.0

Source: Fieldwork, 2006

Table 8 shows that about 89 percent out of 46 of the WATSAN and 83 percent out of 60 of the community members indicated that their current sources of drinking water were boreholes. There were others respectively of the two groups of respondents who indicated open hand-dug wells, hand-dug wells with pump and surface water as their sources of drinking water.

About 85 percent out of 46 of the WATSAN respondents and 80 percent out of the 60 of the community members respectively were satisfied with their current sources of drinking water. As to why they were satisfied, multiple responses like availability of potable water, respondents enjoy good health, reduction/elimination of water borne diseases, and proximity to water facility were provided.

The main beneficiaries from the provision of these water and sanitation facilities are women and children. With the appropriate water and sanitation facilities, women and children are able to use time saved from fetching water for other productive activities. According to Sayeed (2002), a survey conducted in Pakistan and India revealed that women became increasingly involved in income generating activities using the time saved. Health care costs have reduced and overall health of the communities have improved. School enrolment of children has also increased and the local environment conditions have improved. Some benefits that rural communities derive from the provision of water facilities are the convenience, reliability and reduction/elimination of water borne diseases (World Bank, 1982).

On the role that the community could play in the acquisition of the water facility, both WATSAN and community members all indicated that they needed to form a WATSAN committee and mobilise funds to pay for the

facility. Other responses included ensuring the maintenance of the facility and the need for sensitisation and awareness creation about the importance of good drinking water.

Regarding the body which took the final decision to request for the water facility, 93.9 percent out of 46 of the WATSAN respondents indicated that the whole community took the decision while three others mentioned chiefs and elders. Participation in the decision making process increases the acceptance of the decision by group members and they better understand the decision and the alternatives considered (Rue & Byars, 2000).

Both community members and the WATSAN agreed that there was the need to maintain the water facility. The WATSAN argued that it was the responsibility of the committee to maintain the facility. All 46 committee members agreed that it was the responsibility of the community to maintain the facility.

On the part of the community however, 96.7 percent out of the 60 respondents indicated that it was the responsibility of the community to maintain the facility. This is in line with the view of the Public-Private Infrastructure Advisory Faculty of the World Bank that the operation and maintenance of existing water facility assets should be allocated to the party best able to manage them.

Regarding the reason for maintaining the facility, respondents gave multiple responses that it would ensure the safety and longer lifespan of the facility; that it would ensure the continuous supply of potable water, and that it would prevent its permanent break down. Obviously a long lifespan of the facility would ensure continuous supply of potable water. In accordance with

the World Health Organisation (1982) in ‘Programme Planning for the Decade for Water,’ improved water supply and sanitation facilities make an important contribution to healthier populations.

One way of ensuring sustainable water supply is to maintain the facility efficiently and effectively. This requires an administrative system that would generate funds for maintenance in the long run. The wear and tear of the water pump resulting from its utilization will reduce its lifespan if it is not maintained. With regard to the role the community was expected to play in the maintenance of the facility, 86.3 percent out of 60 community respondents said they would contribute money to buy spare-parts, while eight said they would weed, sweep and scrub around the pump site. The WATSAN committee members gave the same responses.

As to whether the WATSAN committee meets with the community, 95% responded in the affirmative. Eighty-nine percent of the WATSAN indicated that they met quarterly with the community, while 70% of community members said they met monthly to discuss issues affecting the community as shown in Table 9.

Table 9: Frequency of meetings in communities

Frequency	WATSAN		Community members	
	Frequency	Percentage	Frequency	Percentage
Monthly	4	8.7	42	70
Quarterly	41	89.1	14	23.4
Every six months	0	0	2	3.3
Yearly	1	2.2	2	3.3
Total	46	100	60	100.0

Source: Fieldwork, 2006

During community meetings, eighteen percent of respondents indicated that top among the issues discussed were fund mobilisation, maintenance and sustainability of facilities. Thirteen percent said they discuss contribution towards operating the pump while about eleven percent said they discuss sensitisation education on potable water. Other issues discussed are presented in Table 10. The issues discussed at community meetings enable all and sundry to be educated on the consequences of their actions or inactions with regard to the facilities available to them. It could also be assumed that the factor of community satisfaction with the facilities account for their enthusiasm for their funding and maintenance. According to Sayeed (2002), community-based organisations comprising persons from the communities that maintain all water-related activities assist sustainability and achievability of long-term goals. Involving the community in all stages of the project from planning, designing, construction and finally operation and maintenance will help ensure sustainability of the project.

Regarding the degree of satisfaction with the training and logistics of WATSAN and M/DWST, all six MDWST respondents indicated that they had undergone training as M/DWST. Sixty-seven percent indicated that they were satisfied with the training while 33.3 percent said they were fairly satisfied.

On logistics, all six respondents listed the following items as some logistics they work with: motorbikes, fuel, computers, photocopiers (where necessary), raincoat, wellington boots, flat files and stationery supply. All six indicated their satisfaction with the logistics supply for their work. It is revealing that whilst the M/DWST seemed to be satisfied with virtually all the

logistics except the irregular supply of fuel, the WATSAN committee was not so inclined.

Table 10: Issues normally discussed at meetings*

Issues	Frequency	Percentage
Funding, maintaining and sustaining of facility	11	18.4
Contribution towards operating the pump	8	13.4
Sensitisation education on potable water	7	11.7
Hygiene education at the pump site	6	10.0
Action plan on water levy defaulters	6	10.0
Demand for additional facilities	5	8.4
Increment of water levy	5	8.4
Accountability WATSAN committee	4	6.7
Discouragement of under-aged children from fetching water at the pump site	4	6.7
Improvement in levy collection	4	6.7
Total	60	100.0*

Source: Fieldwork, 2006 Note: rounding error*

multiple responses

Problems encountered by WATSAN

Table 11 shows that about fifteen percent of the respondents said that insults from the community members were one of the problems they encountered. About thirteen percent mentioned delay in payment of levies,

non-attendance to communal labour, sheer ignorance of some community members and other problems.

All these problems could be attributed to lack of education of community members. Sayeed (2002) is of the view that the provision of education on hygiene to men, women and school children will promote proper sanitation and cleanliness in the communities and ensure lasting results. Training on technical, operational, managerial and financial aspects of the project to relevant persons and institutions will ensure effective operation and management of the project.

Table 11: Problems encountered by WATSAN

Problem	Frequency	Percentage
Insults/fights	7	15.4
Share ignorance of some community members	6	13.2
Lack of motivation	6	13.2
Delay in payment of levies	6	13.2
Non- attendance at communal labour	6	13.2
Poor attendance at meetings	4	8.4
Unwillingness to clean water pump	4	8.4
None payment of levies	3	6.6
Children wasting water	2	4.2
Non accountability	2	4.2
Total	46	100.0

Source: Fieldwork, 2006

Multiple responses*

Benefits derived by communities from the water facilities

Community members were also asked to indicate the benefits or satisfaction they derived from the provision of water facilities and varied responses illustrated in Table 12. The data indicate that community members had very good reasons to be satisfied with the provision of the water facilities.

Table 12: Benefits derived by communities from the water facilities*

Benefits	Frequency	Percentage
Regular flow of portable water	15	25.5
Eradication of water related diseases	14	22.4
Proximity to water source	12	20.0
Source of income for community	6	10.0
A rally point of community	4	6.7
No time wasted in search of water	3	5.0
Good health	3	5.0
Progress in community development	3	5.0
Total	60	100.0

Source: Fieldwork, 2006

* Note multiple responses

About 26% indicated that there was regular flow of water, 19.2% indicated proximity to water sources while 22.4% said eradication of water related diseases as major benefits they had derived from the water facilities.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter gives a brief summary of the findings from the study, conclusions and recommendations for staff motivation in the achievement of organisational goals. The study was done to identify the motivational processes in CWSA and assess their effectiveness in service delivery.

The study focused on 2 districts in the Eastern Region: The New Juaben Municipal and the Suhum District Assemblies. Three (3) communities were selected from each district making a total of six. sixty opinion leaders and ordinary community members together with eight WATSAN were sampled and interviewed. Three MDWST in each district in addition to 24 general staff of CWSA and 3 management staff also completed the questionnaires. In total 139 respondents were studied.

Questionnaire administration and interview schedule were used to collect data. The data were coded and the Statistical Product and Service Solutions (SPSS) software version 12 was used to process the data and determine frequencies and percentage tables. Conclusions were then drawn based on the analysis of the data.

Summary of findings

Three specific objectives were addressed by the study. With respect to the first objective which focused on satisfaction of staff of CWSA in terms of motivation, the key findings were:

- The general staff of CWSA is generally dissatisfied with their salaries, the allowances they received and working conditions.
- The general staff were not very satisfied with the working relationship that exists between them and the management staff.
- The project staff is not satisfied with job security in the Agency.
- The flat organisational structure of the agency did not encourage promotions in the Agency.
- The majority of the general staff were satisfied with welfare provisions in the agency though they contend it can be better.
- There exists some discrimination against the project staff which makes way for unequal treatment of the general staff.
- Increased responsibility and heavy work load of general staff as a result of pressure from management did not match financial rewards offered and staff perceived their working conditions to be unfavorable.
- Most staff members ironically were satisfied with the Agency as a place of work.
- The three top factors of motivation identified by the general staff were job security, working conditions and self fulfillment but these factors were not motivating enough to have an impact on service delivery.

The second objective dealt with the effectiveness of the motivational processes on staff members and issues emergent include:

- Both management and general staff gave evidence that the goals and objectives of the agency were being achieved.
- Opportunities for training and development were mentioned as motivation on the job and these were well coordinated and competence-based.
- The agency does not have any official pension scheme for retired staff.
- There were no reward and incentive schemes and this absence did not inspire commitment.
- The top three preferred factors of motivation for management staff were job security, challenging work and increased responsibility while that for general staff were job security, good working conditions and opportunity for growth and development.

The third objective dealt with the stakeholders' role and satisfaction in the service delivery process and these are the findings determined:

- The communities were satisfied with their current sources of drinking water because of its proximity and the good health they now enjoy.
- The communities had recognised their respective roles in the acquisition and maintenance of the facilities.
- M/DWST and WATSAN were fairly satisfied with logistics and the training they had received for effective functioning.
- The WATSAN meets the community regularly to deliberate on issues bothering the community.
- The major issues discussed at community meetings included fund mobilisation to maintain the facility, contribution towards operating the pump and sensitisation education on potable water.

- Some problems encountered by WATSAN included verbal abuse from community members, non-attendance to communal labour and lack of remuneration and motivation.

Conclusions

The first objective of the study was to determine the satisfaction of staff of CWSA in terms of motivation and it can be concluded that the management staff is satisfied in terms of motivation but the general staff is not. This is because there was general dissatisfaction in relation to salary levels, working relationships, job security, work schemes, welfare services and working conditions amongst the general staff members at CWSA. The staff merely complied with directives from management.

With regards to the second objective, the evidence suggests that the goals for which CWSA was set up were being achieved as all the staff has been trained towards the delivery of quality service. The agency does not have any structured pension or award scheme for their staff. However the agency operates a welfare fund called 'The Provident Fund'. Motivational processes identified in CWSA like allowances and verbal praises were not effective at all. The staff members were of the view that such allowances were negligible and that it was in the power of management to improve upon them. Another factor responsible for low motivation of staff is the CWSA-project staff dichotomy that had a grave consequence on commitment of project staff since their jobs lacked security.

In respect of the third objective, the study adduced sufficient evidence to conclude that the majority of the stakeholders were satisfied with the

services provided by CWSA since there have been significant improvements in the health conditions of beneficiary communities. The stakeholders have recognised the need to mobilise funds to maintain the facilities to ensure their longer life span. The staff were self-motivated, which was also keen on improving the lives of needy communities by virtue of their work.

Recommendations

The study aimed at investigating whether the staff of CWSA was motivated and satisfied enough for their performance to impact positively on service delivery. It is evident from the above conclusions that certain pertinent issues need to be addressed in order to improve service delivery. Accordingly, management is advised to:

- Allocate financial resources to projects and budgetary allocations made for them at the planning stage.
- Review the salaries of all CWSA staff upwards upon job evaluation to commensurate with the prevailing economic conditions and also improve upon working conditions of the agency.
- Restructure the organogram of the agency to make room for progression from one grade to another through promotions.
- Institute a reward and incentive scheme to award deserving staff.
- Institute an end of service benefit package for staff proceeding on retirement.
- Ensure that there is good staff-management relationship in CWSA to gain employee commitment to policies aimed at the achievement of service delivery and organisational goals rather than mere compliance.

- Regularise appointments instead of it being contractual, to enable the project staff continue with the next phase of the project. In this way, their job security would be guaranteed and the uncertainties that surround re-engagement would be curtailed or eliminated.

It is also suggested to management, staff, community members and opinion leaders that:

- The M/DWST must be encouraged to intensify their education campaign to encourage the community members on the use of safe sources of water supply.
- The opinion leaders should be supported through capacity building, awareness creation and sensitisation to enable them play a key role in mobilising funds to maintain the water supply facilities.

Areas for further research

Further research should investigate job dissatisfaction among employees and the unwillingness to quit that job. A replication of this research in other regions to compare the findings is also recommended.

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APPENDICES

APPENDIX 1

MEMORANDUM OF UNDERSTANDING BETWEEN THE COMMUNITY WATER AND SANITATION AGENCY AND THE NEW JUABEN MUNICIPAL ASSEMBLY (MA) AT KOFORIDUA IN THE EASTERN REGION

In conformity with the Government's decentralization policies and the District Based Water and Sanitation Component (DBWSC) being implemented by Community Water and Sanitation Agency (CWSA) in Volta Region (VR), Eastern Region (ER), Central Region (CR) and Greater Accra Region (GAR) the District Assemblies will be responsible for implementing community water and sanitation sub-projects in their respective regions. The role of the CWSA Regional Offices will be that of the facilitator.

On 24th August, 2000, a Memorandum of Understanding (MoU) was signed between CWSA Eastern Region and New Juaben Municipal Assembly which spelled out the guidelines for the establishment and operation of a District Water and Sanitation Team (DWST), and provided guidelines for programme implementation and management under the previous phase of the programme.

While building on the general provisions of the MoU signed on 24th August 2000, this current Memorandum of Understanding (MoU), covers further cooperation between the CWSA, Eastern Region and the New Juaben Municipal Assembly in the implementation of the DBWSC. This updated MoU has been agreed upon by both parties taking into account the need to accommodate specific provisions (conditions, roles and responsibilities)

relevant to the implementation of DBWSC, which reflect the new role of the District Assembly as the main implementing agency.

General Principles

It was hereby agreed that the following General Principles shall guide the cooperation between the Municipal Assembly and the CWSA, Eastern Region

DBWSC sub-projects which shall be implemented in the Municipality in full compliance with the overall CWSA policies for community water supply and sanitation, shall focus on communities where poverty levels are highest, and shall be based on the fundamental principles of a demand-driven approach, community ownership and management (COM), cost sharing, private sector participation, and the promotion of behavioural change;

The programme shall further adhere to national policies and legislation related to decentralization, including those provided for in the Local Government Act, the National Development Planning Act, the District Assembly Common Fund Act and the Public Procurement Act, 2003.

Community Water Supply, Sanitation and Hygiene Education shall constitute distinct components of the Municipal Assembly's five year Development Plan as well as the Annual Plans derived from this. Sanitation and Hygiene Education shall be given equal priority as Water Supply, and policies and institutions to support and integrate each of these sub-sectors shall be enhanced;

Training and Human Resources Development, in particular in relation to capacity building in the planning, implementation and management of water supply, sanitation and hygiene education, shall be enhanced within the MA; The DBWSC shall be managed in a financially prudent and transparent manner; Gender equity shall be promoted and there shall be special focus on women.

The DBWSC shall also seek to alleviate the negative impacts of HIV/AIDS by ensuring that people living with HIV/AIDS are represented in affected communities.

Responsibilities of the Municipal Assembly

The Municipal Assembly, through the Municipal Water and Sanitation Team (DWST) shall be responsible for the overall management and supervision of the Programme at District level.

In line with the Government of Ghana decentralization policies, the MA will have responsibilities for the planning, budgeting and financial control of services provided by Partner Organizations (POs) as well as the construction activities. To ensure sustainability of programme delivery as well as its outputs, emphasis will be given to sustained institutional development and capacity building within the Municipal Assembly

In accordance with the Local Government Act 462 (1993), the MA will further assign responsibilities to a Sub-Committee to oversee the implementation of the DBWSC and to provide direction and guidance to the MWST with regard to the preparation and approval of annual plans and budgets, identification and allocation of funds, prioritization and selection of

communities applying for support, preparation and approval of sub-project applications, review of progress, etc.

The responsibilities of the District Assembly are listed below in the context of the DANIDA-supported DBWSC.

The Municipal Assembly shall have the following responsibilities:

It shall establish and maintain a Municipal Water and Sanitation Team (MWST) comprising the following full-time staff: (i) one Engineer/Technician; (ii) one Environmental Health Officer; and (iii) one Community Development Officer. These staff shall meet the minimum qualifications specified by CWSA.

It shall secure, provide and maintain appropriate office space, supplies and equipment for the MWST.

Secure, provide and maintain appropriate transport facilities for the MWST budget, identify, secure and allocate adequate funds from its own as well as other resources to bear all recurrent operational expenses related to the establishment, maintenance and execution of day-to-day functions of the MWST (e.g., salaries, allowances, travel expenses, operational cost, procurements, etc.);

Designate one of the MA's existing sub-committees to oversee, guide and coordinate the work of the MWST. Award and administration of contracts shall follow the rules and regulations specified in the Public Procurement Act, 2003. Prepare, and update at least annually, within the framework of the MA's overall Five Year Development Plans, a comprehensive Water and Sanitation Plan (MWSP) including detailed annual plans for the water supply and sanitation sub-sector.

Prepare monthly software and quarterly progress reports, satisfying the information needs and format of the CWSA, Eastern Region, and addressing key issues which affect the attainment of targets and goals set out in the municipality's MWSP.

In line with the DBWSC strategy, ensure that communities will contribute 5% of the capital cost of water supply facilities and 10% of the cost of institutional latrines, or as may be otherwise specified by CWSA from time to time. Ensure that adequate funds will be allocated for the establishment, operation and maintenance of the MWST, and EHA's where relevant, including salary payments to DWST and EHA staff, incentives and allowances as appropriate, office operational and transport costs and funds for monitoring of operation and maintenance of installed facilities.

The source of these funds will include payments from other donors as well as the Common Fund or funds from internally generated revenue. To assist the MA to meet these costs in the first two years of the Component, DBWSC will provide budget support to each district in the form of Block Grants in the amount equivalent to 32,000 DKK per year disbursed quarterly or as otherwise agreed.

The MA will bear full responsibility for the preparation of budgets and work plans and shall ensure that these budgets and work plans are comprehensive and complete with clear indication of the respective funding sources the MA shall be fully responsible and accountable for any payments made by CWSA/DBWSC into the above mentioned accounts and shall, therefore, take every possible measure to ensure proper financial management, reporting and control of these funds. The MA shall, on a quarterly basis,

prepare and submit financial statements (for MWST expenses as a whole) and accounts (for both investment and operational accounts) to the CWSA/DBWSC. Under no circumstances shall the MA be allowed to transfer any funds from the two accounts to another account within the MA and/or to effect any payments not related to the agreed budget/plan or to DBWSC activities. The accounts, with regard to CWSA/DBWSC contributions, shall be subject to external audits assigned to certified auditors. These auditors will be given access to the accounts at any given time. The MA shall ensure that the CWSA, Eastern Region will be given the right to review procedures for selecting tenders and all tender evaluation material subject to the provisions of the Public Procurement Act, 2003 Maintain a district database reflecting the findings of the monitoring activities and send an updated digital copy of the database to CWSA every quarter. The MA shall also endeavour to meet the Performance Targets defined.

Responsibilities of the Community Water and Sanitation Agency, Eastern Region

The CWSA/Eastern Region will be responsible for facilitating the implementation of the DBWSC in the Region. Key responsibilities will include assisting the MAs in the development and annual update of Municipal Water and Sanitation Plans (MWSPs), preparation of Sub-project applications and the establishment and/or improvement of financial, technical and administrative systems and procedures for the implementation of these sub-projects.

The responsibilities and provisions related to the DANIDA supported DBWSC are stated below. To establish a Regional Approval Committee

which will evaluate and approve community water and sanitation sub-projects submitted by the MA, monitor capacity building of the MA and monitor that funds disbursed are spent for the purposes intended and are accounted for in a transparent manner.

To develop and maintain a database/register of pre-qualified contractors, consultants, Pos, etc, to carry out both regional and district level works related to the implementation of the sub-projects. Provide assistance to the MA in the selection and training of community-based latrine artisans and area mechanics, provide assistance to the MA in the selection and training of Environmental Health Assistants to supports the DBWSC, promote and support capacity building in the MA through general orientation and (gender) sensitization.

To provide technical assistance in the preparation/updating of the Municipal Water and Sanitation Plan (MWSP), provide guidance and technical support to the district level tendering, award and financial and administrative management of contracts for the construction of boreholes, institutional latrines and hand dug wells and all associated software activities. Others are to approve tender documents, approve evaluation reports and check contract payments, provide guidance in carrying out a HRD/Training needs assessment for the MA/EHAs, provide the MA with a chart of accounts and financial guidelines and National Financial Advisors to strength and support financial management and reporting activities in the district level and address issues which cannot be resolved by the MA and to ensure appropriate and timely disbursement of funds to the MA accounts.

These disbursements, which will be subject to approval by RAC of the sub-project applications in the case of disbursements to the investment account

and approval by the CWSA of quarterly budgets, work plans and financial statements in the case of the operational account, shall further be in accordance with the agreed delegation of at district level. CWSA shall endeavour to meet performance targets defined.

APPENDIX 2

QUESTIONNAIRE FOR MANAGEMENT

I am a final year student of the University of Cape Coast pursuing a Master's Degree in Human Resource Management. I am conducting a research on the above named topic to satisfy the conditions for the award of the degree. I would be very grateful if you could provide me with responses to the under listed questions. The information required from you is purely for academic work and should be treated as such. Your contribution would make the study effective and also make the findings reliable, by answering the questions as frankly and objectively as possible.

Please your name is not required and I assure you that all other information that would be provided in this document would be treated as confidential. Please tick (v) the appropriate responses to a question in the boxes provided or write the responses in each of these spaces provided for each of the questions. Please use N/A if the question is not applicable to you. Thank you.

Personal information

- 1) Sex: Male Female
- 2) Age: 20-24 25-29
30-34 35-39
40-44 45-49
50-54 55-59
60-64 65-69

- 3) Marital status; Married [] Single []
 Divorced [] Widowed []
- 4) No of children
- 5) Number of other dependants apart from your own children.
 1-2 [] 3-4 [] others specify.....
 1-2 [] 3-4 [] 5 and above []
- 6) Academic qualification
- a MSLC []
- b SSSSE/GCE 'O' Level []
- c GCE 'A' Level []
- d HND/Diploma []
- e 1st Degree []
- f 2nd Degree []
- Others please specify

Goals/Objectives

- 7) What is the goal or objective of CWSA?.....
- 8) Do you think the goal or objective is being achieved?
 Yes [] No []
- 9) If yes why?.....
- 10) If No Why?.....
- 11) How does the achievement of the goal or objective relate to your own
 motivation?.....

Motivational Issues of staff in CWSA, Koforidua

Please use the following grading for the following questions where necessary

Satisfied	Fairly	Fairly	Dissatisfied	Very
	Satisfied	dissatisfied		dissatisfied
1	2	3	4	5

- 12) How satisfied are you with your present salary.
1[] 2[] 3[] 4[] 5[]
- 13) How satisfied is your staff with their present salary.
1[] 2[] 3[] 4[] 5[]
- 14) Do you involve your staff in decision-making?
Yes [] No []
- 15) If yes, how satisfied are you with your staff's involvement in decision-making? 1[] 2[] 3[] 4[] 5[]
- 16) How satisfied are you with your Agency's health provision services.
1[] 2[] 3[] 4[] 5[]
- 17) How satisfied are you with the working relationship between yourself and your subordinates? 1[] 2[] 3[] 4[] 5[]
- 18) If you are dissatisfied, what do you think account for such dissatisfaction?
Mistrust [] Apathy [] Fear []
Work stress [] Indifference [] De motivation []
- 19) Do you show appreciation to your staff when they do a good job?
Yes [] No []
- 20) If yes, please how do you show your appreciation? Please indicate
.....

- 21) If No, why don't you show appreciation?
- 22) How can the working relationship between management and staff be improved?
- 23) What will you do to retain your staff post?.....
- 24) How satisfied are you with the relationship between your agency and the beneficiary communities in the districts?
1[] 2[] 3[] 4[] 5[]
- 25) How satisfied are you with your reaction to the complaints and requests of your subordinates?
1[] 2[] 3[] 4[] 5[]
- 26) How satisfied are you with logistics (machines, tools, etc) for your staff?
1[] 2[] 3[] 4[] 5[]
- 27) Would you say you have a happy and a motivated staff?
Yes [] No []
- 28) How do you motivate your staff?

Training and Development

- 29) Does management organize training courses for staff?
Yes [] No []
- 30) How do you select the participants?
- 31) How fair is the selection process?
Not fair [] Quite fair [] Fair [] Very fair []
- 32) To what extent does the training outline organizational goals?
Small [] Moderately [] Largely [] Very largely []

- 33) Are you satisfied with your children/ dependant's education?
 1[] 2[] 3[] 4[] 5[]
- 34) Do you do any extra work in addition to your schedule?
 Yes [] No []
 If yes why.....
 If No why.....
- 35) Do you do any other work(s) outside the agency that brings you additional income? Yes [] No []
 If yes specify
 If No why.....
- 36) Apart from your salary, do you enjoy any other incentive?
 Yes [] No []
 If yes please indicated
 If No why?.....
- 37) Apart from your basic salary do you get any other motivation from your work? Yes [] No []
- 38) What form of motivation do you get? Please indicate.....
- 39) Does your agency have any award schemes? Yes [] No []
- 40) If yes, are you satisfied with it? Yes [] No []
- 41) Does your Agency have any pension schemes for staff? Yes [] No []
- 42) If yes, how has it influenced your output.....
- 43) If No, what would you suggest?.....
- 44) What would you say about your agency's motivational packages (awards, promotions, incentives etc)?.....
- 45) Suggest ways to improve your agency's motivational packages.

46) Of the following motivation factors please indicate your most preferred and least preferred factors(s). Indicate by numbering your most preferred factor as (1) and your least preferred factor as (10).

- a. Working conditions []
- b. Opportunity for professional growth and development []
- c. Prestige []
- d. Job security []
- e. Challenging work []
- f. Increased responsibility []
- g. Interpersonal relation []
- h. Self- fulfillment []
- i. Accommodation []
- k status/ position []

47) Give reason(s) for your most preferred factor of motivation as indicated

- a.....
- b.....
- c.....

48) Is your most preferred factor of motivation met? Yes [] No []

49) Who do you expect to satisfy your most preferred factor of motivation?

- a. Government []
- b. The agency []
- c. The public []
- d. Yourself []

50) How do you assess the efforts of the person(s) or body/ bodies identified in the question above?

Satisfactory []

Fairly satisfactory []

Unsatisfactory []

Thank you very much.

APPENDIX 3

QUESTIONNAIRE FOR GENERAL STAFF-CWSA

Personal information

Please tick (√)

- 1) Gender: Male Female
- 2) Age: 20-24 25-29
30-34 35-39
40-44 45-49
50-54 55-59
60-64 65-69
- 3) Marital status; Married Single
Divorced Widowed
- 4) If married no of children.
1-2 3-4 5 and above
- 5) Academic qualification
a. SSSE/GCE 'O' Level
b. GCE 'A' Level
c. HND/Diploma
d. 1st Degree
e. 2nd Degree
- 7) Number of other dependants apart from your own children.
1-2 3-4 others specify.....

- 15) How satisfied are you with logistics (machines, tools, etc) you work with 1[] 2[] 3[] 4[] 5[]
- 16) Are you able to cater for your children and dependants to your satisfaction? Yes [] No []
- If yes, why.....
- If no why.....
- 17) What type of extra work do you do in addition to your normal schedule? Yes [] No []
- a) If yes why.....
- b) If No why.....
- 18) Do you do any other work(s) to bring you additional income?
- Yes [] No []
- If yes Specify
- If No why.....
- 19) Apart from your salary, do you enjoy any other incentives?
- Yes [] No []
- If yes please indicated
- If No why.....
- Are you satisfied with the other incentives you enjoy?
- Yes [] No []
- If yes, why are you satisfied?.....
- If No, why are you not satisfied?.....
- If you get any other incentive are you motivated by it?
- Yes [] No []
- If yes why?.....

If no why.....

20) Apart your basic salary do you get any other motivation from your work? Yes [] No []

21) Does your agency have any award schemes? Yes [] No []

If yes have you ever enjoyed any of the award schemes?

Yes [] No []

If No, why haven't you enjoyed any of the award schemes?.....

22. Does your Agency have any pension schemes for staff?

Yes [] No []

If yes, do you know the nature of the pension scheme?

Yes [] No []

If yes, is it motivational enough for you? Yes [] No []

If no what would you suggest?.....

What is the goal or objective of CWSA?.....

Do you think the goal or objective is being achieved?

Yes [] No []

If yes ,why?.....

If No why?.....

How does the achievement of the goal or objective relate to your motivation?

23) What would you say about your agency's motivational packages (awards, promotions, incentives etc)?

24) Suggest ways to improve your agency's motivational packages.

.....

25) Of the following motivation factors please indicate your most preferred and least preferred factors(s). Indicate by numbering your most preferred factor as (1) and your least preferred factor as (10).

- a. Working conditions []
- b. Opportunity for professional growth and development []
- c. Prestige []
- d. Job security []
- e. Challenging work []
- f. Increased responsibility []
- g. Interpersonal relation []
- h. Self- fulfillment []
- i. Accommodation []
- k status/ position []

26) Give reason(s) for your most preferred factor of motivation as indicated

- a.....
- b.....
- c.....

27) Is your most preferred factor of motivation met? Yes [] No []

28) Who do you expect to satisfy you most preferred doctor of motivation?

- a. Government []
- b. The agency []
- c. The public []
- d. Yourself []

29) How do you assess the efforts of the person(s) or body/ bodies identified in the above question?

Satisfactory []

Fairly satisfactory []

Unsatisfactory []

Thank you very much.

APPENDIX 4

**QUESTIONNAIRE FOR MUNICIPAL/DISTRICT WATER AND
SANITATION TEAMS (M/DWST)**

- 1) Sex: M/F
- 2) Age 20 -24 [] 25-29 []
 30-34 [] 35- 39 []
 40-44 [] 45-49 []
 50-54 [] 55-59 []
 60-64 [] 65-69 []
- 3) Marital status; Married [] Single []
 Divorced [] Windowed []
- 4) If married no of children
 1-2 [] 3-4 [] 5 and above []
- 5) Academic qualification
- a. SSSE/GCE ‘O’ Level []
- b. GCE ‘A’ Level []
- c. HND/Diploma []
- d. 1st Degree []
- e. 2nd Degree []
- Others please specify.....
- 6) Position held on the Team: a) CDO b) H E O c) T E
- 7) How long have you worked as a DWST? a) 1-3yrs b) 4-6yrs c) 7 yrs
and above
- 8) State any three key functions of the District Assembly in water and
sanitation delivery?

- d. Job security []
- e. Challenging work []
- f. Increased responsibility []
- g. Interpersonal relation []
- h. Self- fulfillment []
- i. Accommodation []
- k status/ position []

22) Give reason(s) for your most preferred factor of motivation as indicated

- a.....
- b.....
- c.....

23) Is your most preferred factor of motivation met? Yes [] No []

24) Who do you expect to satisfy your most preferred factor of motivation?

- a. Government []
- b. The agency []
- c. The public []
- d. Yourself []

25. How do you assess the efforts of the person(s) or body/ bodies identified in the above question?

- Satisfactory []
- Fairly satisfactory []
- Unsatisfactory []

Thank you very much.

APPENDIX 5

INTERVIEW GUIDE FOR WATSAN COMMITTEE MEMBERS

1. Sex Male[] Female[]
2. Age 20-24 [] 25-29 []
30-34 [] 35-39 []
40-44 [] 45-49 []
50-54 [] 55-59 []
60-64 [] 65-69 []
3. Marital status; Married [] Single []
Divorced [] Widowed []
4. No of children
1-2 [] 3-4 [] 5 and above []
5. Academic qualification
 - a. MSLC []
 - b. SSSE/GCE 'O' Level
 - c. GCE 'A' Level
 - d. HND/Diploma []
 - e. 1st Degree []
 - e. 2nd Degree []
 - f. Others please specify.....
6. Position held on the committee?
 - a. Chairman []
 - b. Secretary []
 - c. Treasurer []
 - d. Pump caretaker []

- e. Hygiene Education Officer []
 - f. Other- specify []
7. Were you elected or appointed to the committee?
- a) Elected [] b) Appointed[]

B: Available water sources

8. What is your current source of drinking water?
- a) surface water (river, stream, dam, dug-out) []
 - b) open hand dug well []
 - c) hand dug well with pump []
 - d) Borehole []
9. Are you satisfied with your current source of drinking water?
- a) Yes[] b) No[]
10. Give reasons for your answer.
-
11. Has the community taken any step to improve upon the water situation? a) Yes [] b) No[] c) I don't know[]
12. Why did the community decide to undertake the project?
- a) Need [] b) for good health [] c) funds were available []
 - d) not community decision [] e) other []
13. Who took the final decision to request for the water facility?
- a) the whole community [] b) chiefs and elders []
 - c) Unit committee [] d) other []
14. What role is the community expected to play in the acquisition of the new water facility?

- a) Form a Watsan committee[]
 - b) Mobilise funds to pay for the facility[]
 - c) I don't know[]
15. Is it necessary to maintain the water facility provided?
- a) Yes [] b) No [] c) I don't know []
16. If yes, whose responsibility is it to maintain it ?
- a) Community [] b) government []
 - c) Watsan committee [] d) district assembly [] e) other []
17. If no, give reasons.
18. If yes to 8 above, what role will you play in the maintenance of the water facility? Tick as many as possible
- a) contribute money to buy spare parts []
 - b) weed around the pump site []
 - c) sweep/scrub the pump site [] d) other [] []
19. Why is it necessary to maintain the water facility?
20. What are the functions of the WATSAN committee? Please list them
- a) Hold committee meetings b) Hold community meetings
 - c) Mobilize funds to acquire the facilities
 - d) Mobilize funds to maintain the facilities
21. How often do you meet as a committee?
- a) Weekly [] b) Fortnightly []
 - c) Monthly [] d) Quarterly [] e) Other[]
22. What issues do you normally discuss?
23. Does the committee meet with the community? A)
- Yes [] b) No []

24. If yes, how often
- a. Weekly [] b. Monthly []
- c. Quarterly [] d. Yearly []
25. If no, give reasons.
26. What problems do you face in the discharge of your duties?.....

Motivational Issues

27. Do you enjoy any incentives as a committee member?
- A) Yes [] b) No []
- If yes, list them.
28. How satisfied are you with these incentives? a) very satisfied []
- b) fairly satisfied [] c) dissatisfied []
29. If no to 28 above, what would you suggest?
30. What satisfaction do you derive from the facilities you have been provided?
31. What motivation do you have for being a WATSAN committee member?
32. Are you satisfied with the WATSAN training you have had?
- Yes [] No []
33. If no what do you suggest?
34. How satisfied are you with the provision of logistics for your work?
- a. Very satisfied []
- b. Fairly satisfied []
- c. Dissatisfied []

Thank you very much

APPENDIX 6

INTERVIEW GUIDE FOR OPINION LEADERS AND COMMUNITY

MEMBERS

1. Sex: Male Female
2. Age: 20-24 25-29
30-34 35-39
40-44 45-49
50-54 55-59
60-64 65-69
3. Marital status; Married Single
Divorced Windowed
4. No of children 1-2 3-4 5 and above
5. Academic qualification
 - a. MSLC
 - b. SSSE/GCE 'O' Level
 - c. GCE 'A' Level
 - d. HND/Diploma
 - e. 1st Degree
 - f. 2nd DegreeOthers please specify
6. Position held in the community
 - a. Chief
 - a. Elder
 - b. Assembly member
 - c. Unit committee member

e. Other, please specify

Available water sources

7. What is your current source of drinking water?
- a. Surface water (river, stream, dam, dug-out).
 - b. Open hand dug well
 - c. Hand dug well with pump d. Bore hole
 - e. Other please specify
8. Are you satisfied with your current source of drinking water?
- a) Yes [b) No []
9. If no, has the community taken any step to improve upon the water situation? a) Yes [] b) No [] c) I don't know []
10. If yes, why did the community decide to undertake the project?
- a) Need [] b) For good health [] c) Funds were available []
 - d) Not community decision [] e) other []
11. Who took the final decision to request for the water facility?
- a) The whole community [] b) Chiefs and elders []
 - c) Unit committee [] d) other []
12. What role is the community expected to play in the acquisition of the new water facility?
- a) Form a Watsan Committee []
 - b) Mobilise funds to pay for the facility []
 - c) I don't know []
13. Is it necessary to maintain the water facility provided?
- a) Yes [] b) No [] c) I don't know []

Motivational Issues

- 23. Do you receive any form of remuneration for the services you render?
Yes [] No []
- 24. How satisfied are you with the provision of logistics for the community's facilities?
a. Very satisfied []
b. Fairly satisfied [] c. Dissatisfied []
- 25. Are you satisfied with the speed of work on your facilities?
Yes [] No []
- 26. What satisfaction do you derive from the facilities you have been provided?
- 27. Do you enjoy any incentives as a community member or an opinion leader?
a) Yes [] b) No []
- 28. If no to 27 above, what would you suggest?
- 29. If yes how satisfied are you with these incentives?
a) very satisfied [] b) fairly satisfied []
c) dissatisfied []
- 30. If no to 28 above, what would you suggest?.....

Thank you very much.