

UNIVERSITY OF CAPE COAST

**EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE AT
GHANA BROADCASTING CORPORATION (GBC)**

BY

GIDEON OWUSU TUFFOUR

MARCH, 2016

UNIVERSITY OF CAPE COAST

EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE AT GHANA BROADCASTING CORPORATION (GBC)

BY

GIDEON OWUSU TUFFOUR

Dissertation submitted to the School of Business, College of Distance Education,
University of Cape Coast in partial fulfilment of the requirements for the award
of Master of Business Administration Degree in Human Resource Management

MARCH, 2016

DECLARATION

Candidate's Declaration

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

Candidate's Signature:..... Date:.....

Name: Gideon Owusu Tuffour

Supervisor's Declaration

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

Supervisor's Signature:..... Date:.....

Name: Stanley Semarco

ABSTRACT

It is argued that the success of every organisation depends largely on the quality of its employees and that employees are the most vital resources for the achievement of organisation goals and objectives. It was of interest to know how the employees are inspired to commit themselves to the realisation of organisational goals and objectives. Most public sector organisations are bedevilled with poor employee performance. For a variety of reasons, however, the performance and output of most public sector organization leaves much to be desired. This study is to examine the effect of motivation on the performance of employee at Ghana Broadcasting Corporation (GBC). The study found that the topmost 8 factors or indicators in the motivation of employees of GBC which were ranked as extremely high were (1) good and regular salary; (2) job security; (3) good working conditions; (4) promotion and growth in the organisation; (5) opportunity for personal growth; (6) interesting work; (7) full appreciation of work done and (8) feeling of belongingness. it was also found that the positive impact of employee motivation on an organisation in GBC are (1) quality of work; (2) high productivity; (3) survival/continuity; (4) organisational growth; (5) employee enjoy working; (6) employee job satisfaction; (7) employee loyalty to the organisation; (8) enhance corporate image and (9) boost employee morale. It was recommended that in order to improve the motivational level of the employees for them to give of their best towards achieving organisational goals, it is highly recommended that the management should provide good and regular salary to the employees.

ACKNOWLEDGEMENTS

I wish to extend my sincere appreciation to my supervisor, Mr. Stanley Semarco for his guidance and pieces of advice put at my disposal to ensure the success of this study. I am most grateful to you.

I am also most grateful to my lovely mother Mrs. Mercy Owusu and son Master Akwasi Sarpong Tuffour for their prayers, encouragements and fullest supports for me.

My deepest gratitude goes to management and employees of the Ghana Broadcasting Corporation (GBC) and all those who out of their tight schedule have contributed immensely to this study by responding positively to the questionnaires.

Last but not the least my endless thanks go to all who in their diverse ways have assisted me during the time of this study.

DEDICATION

I dedicate this dissertation to my lovely mother Mrs. Mercy Owusu and son Master Akwasi Sarpong Tuffour. May God Almighty richly bless you.

TABLE OF CONTENTS

	Pages
DEDICATION	
DECLARATION	iii
ABSTRACT	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES AND FIGURES	ix
LIST OF ABBREVIATIONS	x
CHAPTER ONE	INTRODUCTION
1.1 Background to the Study	1
1.2 Statement of the Problem	4
1.3 Purpose of the Study	5
1.4 Research Objectives	5
1.5 Research Questions	5
1.6 Significance of the Study	6
1.7 Delimitations	6
1.8 Limitations	7
1.9 Definition of Terms	8
1.10 Organisation of the study	8
CHAPTER TWO	LITERATURE REVIEW
2.1 Introduction	9
2.2 The Concept of Motivation	9
2.3 Theories of Employee Motivation	12
2.3.1 Maslow Theory of Motivational Factors	13
2.3.2 Herzberg’s Motivation and Hygiene factors	16
2.3.3 Content (Needs) Theory	18
2.3.4 Process Theory of motivation	18
2.3.5 Equity Theory	18
2.3.6 McClelland’s Achievement-Affiliation - Power Theory	19
2.3.7 Expectancy Theory	20
2.3.8 Douglas Macgregor’s Theory X and Theory Y	21
2.3.9 Theory Y Management Implications	23
2.4 Employee Motivational Factors	24
2.5 Strategies of Motivating Employees	28
2.6 Rewards System	34
2.6.1 Monetary Rewards	34
2.6.2 Non-Monetary Rewards	35
2.6.3 The Importance of the Reward System	35
2.6.4 Incentive Schemes	36
2.7 Challenges of Employee Motivation	36
2.8 Empirical Studies on the effects of Motivation on Employee Performance	37

2.9 Conceptual Framework	43
CHAPTER THREE	RESEARCH METHODOLOGY
3.0 Introduction	45
3.1 Research Paradigm	45
3.1 Research Design	47
3.2 Population	47
3.4 Sampling Procedure	47
3.5 Data Collection Instruments	48
3.6 Data Collection Procedures	49
3.7 Data Processing and Analysis	50
3.8 Chapter Summary	51
CHAPTER FOUR	ANALYSIS AND DISCUSSION OF FINDINGS
4.0 Introduction	52
4.1 Personal Data of Respondents	52
4.2 Key Factors in Employee Motivation	55
4.3 Assessment of overall level of motivation of employee	59
4.4 Effects of motivation on employee performance	61
CHAPTER FIVE	SUMMARY, CONCLUSION AND RECOMMENDATIONS
Introduction	67
5.1 Summary of Findings	67
5.2 Conclusion	68
5.3 Recommendations	68
5.3 Suggestions for Further Studies	70
REFERENCES	71
APPENDIX 1	QUESTIONNAIRE FOR EMPLOYEES
	75

LIST OF TABLES AND FIGURES

TABLES

Table 3.1: Scale for measuring and interpreting respondents' views	51
Table 4.1: Educational Level	54
Table 4.2 Feeling of belongingness	56
Table 4.3: Motivation of Respondents	60
Table 4.4: Job Satisfaction of Respondents	60
Table 4.5 Effect of Motivation on employee performance	62

FIGURES

Figure 2.1: Maslow's Hierarchy of Needs	14
Figure 2.2: The effect of motivation on employee performance	44
Figure 4.1: Gender	52
Figure 4.2: Age	53
Figure 4.3: Working Experience	54
Figure 4.4: Categories of staff group of respondents	55
Figure 4.5: Effects of Motivation of Respondents	61
Figure 4.6: Motivation of Employee	61

LIST OF ABBREVIATIONS

GBC	Ghana Broadcasting Corporation
HR	Human Resource
ICT	Information Communication Technology
IGF	Revenue Growth
KPIs	Key Performance Indicators
SPSS	Statistical Package for Social Science
VIE	Valency-instrumentality expectancy

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

It must be noted that even with the best strategy that an organisation has in place and with the most appropriate organisational architecture, the organisation will as matter of fact be effective only if its employees are motivated enough to perform at high level of productivity (Gareth & George, 2003). More so, the success of every organisation depends largely on the quality of its human resource (employees) who are considered as the most important tangible assets of the organisation (Ali, Abrar, & Haider, 2012). Likewise, an organisation may have best needed plants, machinery, equipment and finance yet the organisation cannot generate revenue without the requisite human resource. As evidence to this fact, studies have shown that in the contemporary competitive business environment, the success of an organisation is increasingly dependent on the effective human resource management of which motivation of the employees is a key (Byham & Moyer, 2005). It is therefore necessary to have a workforce that is motivated to yield high performance and productivity towards achieving the organisational goals and objectives.

Irrespective of the industry within which an organization operates, the concept of motivation cannot be looked down upon. It is one of the driving forces that have direct impact on organisational productivity. The critical workforce management challenges of the immediate future driven by corporate reengineering and restructuring efforts, loyalty concerns and fierce competition for key talents are closely linked to the emerging issues of employees' commitment and productivity (Byham & Moyer, 2005). The role of management therefore in all these is paramount.

A transparent style of administration is what is required since it is one of the surest ways to motivate staff. This is because management plays significant and unique role in terms of leadership drive and direction. This role can be considerably a kind of catalyst, able to tap and awaken each employee's unique talents and convert them to performance. However, it is only through varied organisational strategies that a manager will be able to trigger his/ her employee's hidden talents which are highly important in the productivity and performance of the organization. These strategies can be external and internal to employees and one of these strategies employed by managers is motivation. Motivation approaches definitely satisfy the needs of the employees and in return, the employee repays it through their hard work. Identifying the needs and answering it is the most basic approach of every organisation to earn the commitment of the employees (Chughtai, 2008). With a well-motivated workforce, an employee's performance can be manifested on the organisational effectiveness, which allows the individuals to focus on the development of their work, in terms of behaviour, skills and knowledge, ethics and effectiveness. It has been noted that motivation tends to energize the workforce which can result in their expected job performance (Byham & Moyer, 2005).

Again, the motivational process increases or influence the job performance and other work outcomes of an individual that can reach to the employees' outmost performance and even their jobs satisfaction (Strain, 1995 & Chughtai, 2008). Many organizations are seeking for a suitable means to motivate their staff in order to help increase the total output of their employees. In today's increasing competitive marketplace, organizations need to have well planned and expected processes for managing and enhancing the performance of their employees. However, the system used to motivate employees may have potentially negative effect on their morale if not properly used or applied. This has become a big challenge to most organization, particularly the service

organisation such as the Ghana Broadcasting Corporation. A well-motivated staff will deliver satisfactorily to exceed the expectation of customers and this will intend to attract and retain customers so as to meet the ultimate objective (profitability). However, this is not the case in most organizations both in the public and private sector. Arguably, it can be said that no employees would resist higher pay or an increase in salary since it would offer him /her an opportunity to do a lot of things such as paying his/her utility bills, paying school fees, buying clothes, cars, land and so forth. Because salaries are generally low in Ghana, some of the employers erroneously feel that once their staffs are given higher salaries, every other thing would naturally follow. Maslow (1943) known as the father of motivation holds the view that “unsatisfied needs serve as a motivation for individual or group of people”. He identified five (5) hierarchy of needs which are physiological need, safety needs, social needs, esteem needs and self-actualization. And when a need is satisfied, he says it does not serve as motivation again it is the next need that matters.

It is imperative to state that employee motivation in an organisation such as the Ghana Broadcasting Corporation (GBC) cannot be over-emphasised especially at a time when GBC has been transformed from a monopolistic organisation into a public interest and commercial entity and still going through managerial transformation. Considering the current highly competitive nature of broadcasting industry in Ghana, employee motivation plays a significant role in the success of GBC. This is because for a public sector organisation like GBC to achieve competitive advantage in this highly competitive market environment, requires efficient and effective performance of its employees. Therefore, how well GBC motivates its workforce in order to achieve its mission and vision is of paramount concern. As stated by Byham and Moyer (2005), in today’s keenly competitive globalised economy, for an organisation to succeed, effective human resource management plays a major role. In this regard employee motivation becomes a vital tool.

It is therefore against this background that this study sought to examine the extent to which motivation can have an impact on the performance of employee at GBC.

1.2 Statement of the Problem

Some organisations provide their employees with high wages and salaries in a bid to motivate the employees so as to give of their best to increase productivity. However, studies have shown that motivation is subjective due to the fact that what motivate one employee to give his or her best might de-motivate other employees (Rynes, Gerhart & Minette, 2004). In effect, managers are faced how to really motivate their employees. What makes employee motivation even more challenging for managers is the fact that human needs are insatiable and for that matter they always struggle to urge for new needs in life to enable them live comfortable. For instance, Maslow (1943) was of the view that employees attain the next hierarchy of needs after the employee's first needs have been achieved.

Furthermore, most public sector organisations are bedevilled with poor employee performance (Storey, 2012). There is the belief that if salaries are increased workers would be motivated and give out their best. However, late coming, poor time management, laziness, self-interested, and the failure to meet deadlines have become a common practice in most public sector organisations (Storey, 2012). For a variety of reasons, however, the performance and output of most public sector organization leaves much to be desired. A World Bank survey, of sixteen developing countries concluded that employees in most public sector organisations are unmotivated, demoralized and are consequently not performing at the expectation of their organizations (Mukherjee and Gokcekus, 2011). In perspective, one cares to find out whether

Ghana Broadcasting Corporation as a public broadcaster is no exception to these problems. It is in the light of these that the study intends to look into the effect of motivation on the performance of employees of Ghana Broadcasting Corporation.

1.3 Purpose of the Study

The general purpose of this study is to examine the effect of motivation on the performance of employees at Ghana Broadcasting Corporation (GBC).

1.4 Research Objectives

The specific objectives are as follows:

- i. To ascertain the key factors that motivate employees at GBC.
- ii. To assess the level of employee motivation at GBC.
- iii. To examine the effect of motivation on employee performance.
- iv. To find out the challenges affecting GBC in the motivation of its employees.

1.5 Research Questions

In pursuance to achieve its stated objectives, the study seeks to address the following research questions:

- i. What key factors do motivate employees at GBC?
- ii. What is the level of employee motivation at GBC?
- iii. To what extent does motivation affect the performance of employees at GBC?
- iv. What are the challenges GBC faces in an attempt to motivate its employees?

1.6 Significance of the Study

This study will help the management GBC to appreciate the need for motivating employees and this is possible if they understand how the level of motivation of the employees impacts on organizational performance. Apart from this, the study will also play a critical role in providing impetus for enhancing the contributions of employees towards achieving organisational goals. Thus, this study will provide insights for policy making by public sector organisations in ensuring significant improvement in the service delivery in the country. To human resource management professionals, this study will provide useful material for enriching their understanding on employee motivation and its applicability especially in the broadcasting sector in Ghana.

In recent times, the impact of employee motivation on the performance of employees and organisational has attracted considerable studies by researchers and human resource management professionals. However, not much of these studies have focused on the impact of motivation on the performance of employee in the public sector broadcasting organisations. Most importantly this study will serve as source of reference to academic institutions and researchers in similar field of interest. The study will also prompt further empirical studies on motivation and employee performance. By so doing, the study will contribute modestly to already existing studies on the subject matter.

1.7 Delimitations

In order to provide extensive, adequate and well-balanced results the study sought to examine the effect of motivation on the performance of employee at GBC. However, the focus was on the head office of GBC in the Greater Accra Region of Ghana. This is due to time and resource constraints which cannot permit the inclusion of all the regional branches of GBC.

The extent of the study was within the subject under consideration and thus employee motivation and organisational performance. With regards to employee motivation, the study focused on the key factors in employee motivation, employee performance and productivity.

1.8 Limitations

There are several methods for measuring or assessing the effect of motivation on employee performance. What is important is that performance indicators or key performance indicators (KPIs) used are able to help an organisation define, measure and evaluate its employees' performance in terms productivity towards the realization of organisational goals. The KPIs must be quantifiable and linked to the mission and vision of the organisation. Therefore, based on these criteria, the KPIs used in assessing the performance of employees at GBC have been grouped into two categories namely quantitative and qualitative factors. The quantitative factors are productivity, Revenue Growth (IGF) and cost containment (efficiency) while the qualitative factors are employee job satisfaction, quality of work and customer satisfaction. However, due to lack data on productivity, Revenue Growth (IGF) and cost containment (efficiency), the study was limited to quantitative factors.

The researcher is of strong conviction that relevant and well-balanced data were sourced to address the subject under consideration. The data for this study were restricted to primary and secondary sources and therefore the authenticity and reliability of the data were dependent on the accuracy of the data accessed. The results and the interpretation thereon were completely rigid and from the view point of the researcher based on the data collected as at the time of conducting this study.

1.9 Definitions of Terms

The following definitions are adopted for this study.

- i. **Effect** – Positive impact resulting from an actions taken by employees.
- ii. **Motivation** - An inner force that drives an employee to accomplish personal and organisational goals.
- iii. **Performance** – A work-related activity undertaken by an employee in an organisation.

1.10 Organisation of the study

The study was organised in five chapters of which Chapter One addressed the background, problem statement, objective, research questions, significance, scope and limitations as well as organisation of the study. Chapter Two dealt with other relevant studies on employee motivation on organizational performance. The chapter also contained the conceptual framework developed for this study. Chapter Three explained the methods to be employed in conducting the study. The main areas to be covered in the chapter were research design, population, sampling method, research instruments, data collection procedure and method of data analysis. Chapter four contained presentation and analysis of data obtained from the fieldwork. The chapter also discussed the findings of the study while Chapter Five summarised the major findings and present conclusion, recommendations and suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant literature on the subject under study. The chapter discusses the concept of motivation, types of motivation, theories of motivation motivational factors, effects of motivation on employee performance, challenging in employee motivation and conceptual framework. It also reviews empirical studies on the impact of motivation on employee performance.

2.2 The Concept of Motivation

The term 'motivation' is derived from the Latin word 'movere' which means, 'to move'. This means that no one can understand a person's motivation until that person 'behaves or literally moves'. Kreitner (1995) describes motivation as 'the psychological process that gives behaviour purpose and direction', while Moorhead and Griffin (1997) explain motivation as 'the set of forces that causes people to engage in one behaviour rather than some alternative behaviour'.

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). From these definitions, it can be said that motivation is the inner force that drives individuals to accomplish personal and organisational goals.

The word motivation has been derived from motive which means any idea, need or emotion that prompt a man into action. Whatever may be the behaviour of man, there is some stimulus

behind it. Stimulus is dependent upon the motive of the person concerned. Motive can be known by studying a person's needs and desires. There is no universal theory that can explain the factors influencing motives which control man's behaviour at any particular point in time. In general, the different motives operate at different times among different people and influence their behaviours. The process of motivation studies the motives of individuals which cause different types of behaviour. Kreitner (1995), Buford, Bedeian and Linder (1995), Higgins (1940) defined motivation as "the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need and the will to achieve, respectively.

Young (2000) also defined motivation as the force within an individual that accounts for the level, direction, persistence of effort at work. Halepota (2005) definition of motivation is "a person's active participation and commitment to achieve the prescribed results". Halepota (2005) further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favourable results at all times." According to Antonioni (1999), "the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concerned with factors or events that leads and drives certain human action or inaction over a given period of time given the prevailing conditions. Furthermore, the definitions suggest that there is the need to be an "invisible force" to push people to do something in return. It could also be deduced from the definition that having a motivated workforce or creating an environment in which high levels of motivation is maintained

for the challenge for management today. Its challenge may emanate from the simple fact that motivation is not a fixed trait as it could change with changes in personal, psychological, financial or social factors. For this research, the definition of motivation by Greenberg and Baron (2003) is adopted, as it is more realistic and simple as it considers the individuals and his performance. Greenberg and Baron defined motivation as “the set of processes that arouse, direct, and maintain human behaviour towards attaining goals. Jones (1955) argues that “motivation is concerned with how behaviour gets started, is energised, is sustained, is directed, and is stopped and what kind of subjective reaction is present in the organization while all this is going on.

According to Crabbe, researchers identified two sources of motivation; these are internal and external sources which have also been labelled as the intrinsic and extrinsic motivation.

- i. Intrinsic motivation – this arises between the relationship between the worker and the task and is usually self-applied. Feelings of accomplishment, achievement challenge and competence derived from performing ones’ work are examples of intrinsic motivation.
- ii. Extrinsic Motivation – this stems from work environment external to the task itself and is usually applied by someone other than the person being motivated. Pay, fringe benefits, favoured company policies and various forms of supervision are examples of extrinsic motivation.

2.3 Theories of Employee Motivation

Several theories on employee motivation have been developed by researchers. The theories have centered on financial and nonfinancial incentives. An incentive is something which stimulates a person towards some goal. It activates human needs and creates the desire to work. Thus, an incentive is a means of motivation. In organisations, increase in incentive leads to better performance and vice versa. Man is a wanting animal, he continues to want something or other. He is never satisfied. If one need is satisfied, the other need arises. In order to motivate the employees, the management should try to satisfy their needs. For this purpose, both financial and non-financial incentives may be used by the management to motivate the employees. Financial incentives or motivators are those which are associated with money. These include wages and salaries, fringe benefits, bonus, retirement benefits, stock option etc. Non-financial motivators are those which are not associated with monetary rewards. They include intangible incentives like satisfaction, self-actualization and responsibility.

Motivational theories can be classified under three broad categories according to Stoner and Freedman (1989). These are content theories, process theories and reinforcement theories. Each of these perspectives sheds light on how motivation influences work performance. Even though much research has been conducted on the field of motivation and many researchers and writers have proposed theories on the concept and its role in enhancing employees' performance in every organization, some of these models have been widely used and accepted by today's organisations leaders. This discussion on the motivational theories explains the fact that the concept of employees' motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position. The personality – based perspective of work motivation within which Maslow need theory of

motivation and Herzberg theory falls will provide the main support and serves as a foundation for this research and in the process determines a ranking order of factors that motivates employees. The Maslow and Herzberg theories formed the basis for this study.

2.3.1 Maslow Theory of Motivational Factors

Maslow (1943) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs. According to him a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfil them. When physiological needs are satisfied they cause to act as primary motivational factors and individual moves “up” the hierarchy and seek to satisfy security needs. This process continues until finally self-actualization needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill work will hardly be able to make much contribution to productivity.

Maslow’s theory says that need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow you need to know where a person is on the hierarchical pyramid in order to motivate him/her, then you need to focus on meeting that persons needs at that level (Robbins, 2001). According Greenberg and Baron (2003) the five needs identified by Maslow corresponds with the three needs of Alderfer’s ERG theory.

Whereas Maslow theory specifies that the needs be activated in order from lowest to highest Alderfers theory specifies that the needs can be activated in any order. His approach is much simpler than Maslow’s. Alderfers theory specifies that there exist three main needs as opposed to five mentioned by Maslow. This human basic needs include existence, relatedness and

growth. These needs according to Alderfers need not necessarily activated in any specific order and may be activated at any time. According to him existence needs, needs corresponds to Maslow's physiological needs and satisfy needs, relatedness needs corresponds to Maslow's social needs and growth needs corresponds to esteem and self-actualization needs by Maslow. These needs are divided into deficiency needs (physiological, safety, social needs) and growth needs (esteem self-actualisation needs) as seen in Figure 1 and explained below.

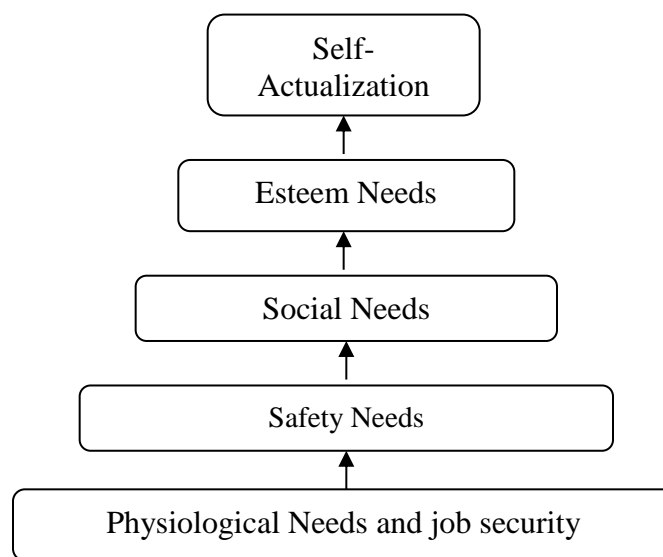


Figure 2.1: Maslow's Hierarchy of Needs

Source: Maslow (1943)

Physiological needs are the need at the bottom of the needs hierarchy and include the lowest order need and most basic. This includes the need to satisfy the fundamental needs such as food, air, water and shelter. According to Maslow, organisations must provide employees with a salary that enable them to afford adequate living conditions. The rationale here is that, any hungry employees will hardly be able to make much of any contribution to his organization by Maslow (1943).

Safety needs, this occupies the second level of needs. Safety needs are activated after physiological needs are met. They refer to the need for a secure working environment free from any threats or harm. Organizations can provide these need by providing employees with safety working equipment example health insurance plans, fire protection etc. The rationale is that employees working environment free of harm to do their jobs without fear of harm.

Social Needs: This represent the third level of needs. They are activated after safety needs are met. A social need refers to the need to be affiliated that is (the needed to be loved and accepted by other people). To meet these needs organization encourages employees' participation in social events such as picnics etc.

Esteem Need: This represents the fourth level of needs. It includes the need for self-respect and approve of others. Organizations introduce awards, banquets to recognise distinguish achievements.

Self-actualisation: This occupies the last level at the one top of the needs hierarchy. This refers to the need to become all that one is capable of being to develop one's fullest potential. The rationale here holds to the point that self-actualization employees represent valuable assets to the organisation human resource. Most research on the application of need theory found that although lower-level managers are able to satisfy only their deficiency needs on the job, managers at the top level of organizations are able to satisfy both their deficiency and growth needs Greenberg & Baron, 2003). This view was supported by Shipley and Kiely (1988), they argued that as "need satisfaction is an attitude, and that is perfectly possible for a worker to be satisfied with his/her need, but not be motivated the reverse of which hold equally true. Hence, need satisfaction and

motivation are not synonymous and both need fulfilment can have negative as well as positive influence on motivation.

2.3.2 Herzberg's Motivation and Hygiene factors

Herzberg's motivation hygiene theory is divided into two different categories of factors affecting the motivation to work. The first category is labelled as motivation factors, and the second category is labelled as hygiene factors. The basic assumption theorized by Herzberg is that the presence of hygiene factors prevents employees from feeling unhappy (dissatisfied) with their job. Hygiene factors include extrinsic factors like technical supervision, interpersonal relations, physical working conditions, salary, company policies and administrative practices, benefits. The maintenance of hygiene factors therefore only ensures that employees are not feeling unhappy or frustrated with their job. In comparison, motivation factors include intrinsic factors such as achievement, recognition and status, responsibility, challenging work and advancement in the organization, which are factors that can potentially make employees happy with their job and motivated to excel at work. Therefore, Herzberg's motivation theory emphasizes that only motivation factors have the potential of increasing job satisfaction. Compared to these motivation factors, hygiene factors can only be used to prevent dissatisfaction and thus not be used as incentives to create satisfaction.

An employee may therefore very well be satisfied with his/her overall working conditions, but not especially motivated to work and perform to his/her full potential. This distinction between the different effects of motivation factors and hygiene factors seems somewhat static and inflexible and later research has pinpointed flaws in the Herzberg's motivation theory. For example, Maidani (1991) conducted research based on Herzberg's motivation hygiene theory, which showed new

interesting insights into the validity of Herzberg's theory and its rather normative approach. In short, the research conducted by Maidani concluded that both intrinsic motivation factors and extrinsic hygiene factors can influence overall job motivation. This stands in contrast to the original terminology of Herzberg, where only motivation factors were theorized as factors increasing job satisfaction and motivation.

Presently there appears to be some agreements that the crucial thread that distinguishes employees motivated behaviours from other behaviour is that is goal directed behaviour, Bandura (2003) argues that the core of motivating individuals lays in the goal directed aspect of behaviour. Jones suggested "motivation is concern with how behaviour gets started, is energised, is sustained, is directed, is stopped and what kind of subjective re-action is present in the organization while this is going on. The Jones statement can be converted into a diagram which shows the employee motivational process as it influences performance.

Bandura (2000) established that the process of employee motivation begins because of tension within drives or needs of an employee. Next there is a search within the company or groups or within employee to fulfil his/her desires. When the employee is satisfied with his financial motivation he redefines his desires and needs and the process is initiated again. These groups of researchers were over the years divided into what was later labelled the content and process theories of motivation.

Bassett-Jones and Lloyd (2005) suggests that the "content theorist led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where Vroom (1964) was the first exponent considers how internal factors

available to a person results in different behaviours. From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The primary focus was on how and why questions of motivation, how certain behaviour starts, developed and sustained over time.

2.3.3 Content (Needs) Theory

This theory focuses on the content of motivation in the shape of needs. Its basis is the belief that an unsatisfied need creates tension and a state of disequilibrium. To restore the balance, a goal is identified that will satisfy need and a behaviour pathway is selected that will lead to the achievement of the goal and the satisfaction of the need. All behaviour is therefore motivated by unsatisfied need.

2.3.4 Process Theory of motivation

There three points that emerge from this model. First, people have a multiplicity of needs depending on themselves and the situation they are in. Second, they can select all sorts of goals and actions to satisfy those needs. Third, while people can observe their behaviour they cannot be certain of the needs and goals that motivated it. It is unwise to assume that any one approach to motivation will appeal to all affected by it. Motivation policies must recognize that people are different (Armstrong, 2009).

2.3.5 Equity Theory

Equity theory (Adams, 1965) is concerned with the perceptions people have about how they are being treated as compared to others. To be dealt with equitably is to be treated fairly in comparison with another group of people (a reference group) or a relevant other person. Equity

involves feelings and perceptions and it always a comparative process. It is not synonymous with equality, which means treating everyone the same, since this would be inequitable if they deserve to be treated fairly.

Equity theory, in effect, that people will be better motivated if they are treated equitably and de-motivated if they are treated inequitably. It explains only one aspect of the process of motivation and job satisfaction, although it may be significant in terms of morale. There are two forms of equity, which are distributive equity, which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and in comparison with others and procedural equity, which is concerned with the perception employees have about fairness with which company procedures in such areas as performance appraisal, promotion and discipline are being operated.

2.3.6 McClelland's Achievement-Affiliation - Power Theory

Another alternative way of classifying needs was developed by McClelland (1961), who based it mainly on studies of managers. He identifies three needs as being important:

1. The need for achievement, defined as the need for competitive success measured against a personal standard of excellence.
2. The need for affiliation, defined as the need for warm, friendly, compassionate relationship with others.
3. The need for power, defined as the need to control or influence others. Different individuals have different levels of these needs. Some have greater need for achievement, others a stronger need for affiliation and others a stronger need for power. Management jobs where it is possible to feel direct responsibility for task accomplishment.

2.3.7 Expectancy Theory

Expectancy theory states that motivation will be high when people know what they have to do to get reward, expect that they will be able to get the reward and expect that the reward will be worthwhile. The concept of expectancy was originally contained in the Valency-instrumentality expectancy (VIE) theory formulated by Vroom (1964). Valency stands for value, instrumentality the belief that if we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to an outcome.

Motivation is only when a clearly perceived and usable relationship exist between performance and outcome, and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation, for example, an incentive or bonus scheme works only if the link (line of sight) between effort and reward is clear and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation; intrinsic motivation outcomes are more under control of individuals, who can place reliance on their past experience to indicate the extent to which positive and advantageous results are likely to be obtained by their behaviour. This theory was developed by Porter and Lawler (1968) into a model that follows Vroom's ideas by suggesting that there are two factors determining the effort people put into their jobs: first the value of the rewards to individuals in so far as they satisfy their needs for security, social esteem, autonomy, and self-actualization and the second the probability that rewards depend on effort as perceived by individuals-in other words, their expectations about the relationships between effort and reward. Thus the greater the value of set awards and the higher the probability that receiving each of these rewards depends on effort, the greater the effort that will be expended in a given situation. But as Porter and Lawler

(1968) emphasize, mere effort is not enough. It has to be effective effort if it is to produce the desired performance. The two variables addition to effort that affect task achievement are:

1. Ability – Individuals' characteristic such as intelligent, knowledge, skills.
2. Role perceptions- what individuals want to do? These are good from the viewpoint of the organization if they correspond with what it thinks the individual ought to be doing. They are poor if the views of the individual and the organization do not coincide.

According to Vroom, people choose the behaviours that they expect will maximise the payoff. When this theory is applied to pay, an employee must believe that greater effort will increase performance, increase in performance will lead to more pay and more pay is the reward that the employee wants most.

2.3.8 Douglas Macgregor's Theory X and Theory Y

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

Theory X

Theory X assumes that the average person:

- Dislikes work and attempt to avoid it
- Has no ambition, wants no responsibility and would rather follow than lead
- Is self-centred and therefore does not care about organizational goals.
- Resists change

- Is gullible and particularly intelligent.

Essentially, Theory X assumes that people are lazy and work only for money and security.

The problem with Theory X

Drawing on Maslow's hierarchy, MacGregor argues that a satisfied need no longer motivates. Under theory X the firm relies on money and benefits to satisfy employees' lower needs and once those needs are satisfied the source of motivation is lost. Theory X management styles in fact hinder the satisfaction of high level needs. Consequently, the only needs in their work is employees can attempt to satisfy their higher level needs in their work is by seeking more compensation, so as it is quite predictable that they will focus on monetary rewards. While money may not be the effective way to self-fulfilment, in a Theory X environment it may be the only way. Under Theory X, people use work to satisfy their lower needs, and seek to satisfy their higher needs in their leisure time.

MacGregor makes the point that a command and control environment is not effective because it relies on lower needs as levers of motivation, but in modern society those needs already are satisfied and thus no longer are motivators. In this situation, one would expect employees to dislike their change etc., thus making Theory X a self-fulfilling prophecy. From this reason MacGregor proposed an alternative Theory Y (Desimone and Harris, 1998).

Theory Y

Theory Y makes the following general assumptions:

- Work can be as naturally as play and rest.
- People will be self-directed to meet their work objectives if they are committed to them

- People will be committed to their objectives if reward are in place that address higher needs such as self-fulfilment.
- Under these conditions, people will seek responsibility.
- Most people can handle responsibility because creativity and ingenuity are common in the population.

Under these assumptions, there is an opportunity to align personal goals with organizational goals by using the employees own quest for fulfilment as the motivator by Desimone and Harris (1998).

2.3.9 Theory Y Management Implications

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

- Decentralization and Delegation- if firms decentralise control and reduce the number of management, each manager will have more subordinates and consequently will be forced to delegate some responsibility and decision making to them.
- Job Enlargement- Broadening the scope of an employees' job adds variety and opportunities to satisfy needs.
- Participative management- consulting employees in the decision making process to tap their creative capacity and provides them with some control over their working environment.
- Performance Appraisals- having the employee set objectives and participate in the process of evaluating how well they are met.

If properly implemented, such environment would result in a high level of motivation as employees work to satisfy their higher level personal needs through their jobs Douglas Macgregor (1960).

2.4 Employee Motivational Factors

Why do organisations need motivated employees? Motivated employees are needed for the survival of the organisations and it helps to increase productivity. Employee performance is directly related to motivational factors. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991).

From the much amount of literature available on employee motivation, it is clearly evident that a lot of surveys regarding employees and what motivates them have been undertaken. These employee motivation surveys have been conducted in many different job situations, among different categories of employees using different research methods and applications. One of the very first survey to be conducted was on industrial workers by (Hershey & Blanchard, 1969) over the years, similar or different survey employees have been carried out (Kovach, 1987, 1993; Wiley, 1995; Lindner, 1998, 1999).

According to Kotelnikov (2008), the extent to which employees are motivated in their work depends on how well those employees are able to produce in their job. He goes further, to assert that motivation is expected to have a positive effect on quality performance; employees who are characterised by a high level of motivation will definitely show higher work and life satisfaction. Having high level of motivation in itself is valuable for employees and a decrease in level of

motivation might affect employees negatively, the motivation in this case will lead to higher level of initiative and creativity from the employees and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance.

According to a research carried out by Kovach on industrial employees who were asked to rank ten “job rewards” factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. The results were as follows (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion & Growth (8) employees’ loyalty (9) Good working conditions (10) tactful discipline.

During the periods of (1946, 1981 and 1986) when employee surveys were carried out, supervisors were at the time asked to rank job rewards, as they thought employees would rank them. The rankings by the supervisors were relatively consistent for each of the years. These rankings were as follows: (1) Good wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal loyalty to employees (7) tactful discipline (8) full appreciation (9) sympathetic help with personal problems (10) recognition (Kovach 1987). The results from the supervisor survey indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivate employees. This shows that they had a very inaccurate perception of what motivates employees but also that they did not realise the importance of the need theory.

In a survey by Wiley (1997) in which approximately 550 questionnaires were administered to person employed at different industries and divided into 5 subgroups, or categories namely: (occupation, gender, income levels, employment status and age) they were asked to rank 10 factors

according to the level of importance each is in motivating them to perform best with the most important factor ranked 1 and the least important ranked 10th. The survey concluded with the following collective rank order by respondents: (1) Good wages (2) full appreciation of work done (3) job security (4) promotion (5) interesting work (6) company loyalty to employees (7) Good working conditions (8) tactful discipline (9) recognition (10) sympathetic help with personal problems. The results from a representative sample of the labour force in seven different countries by Harpaz (1991) showed that the two most dominant work goals were “interesting work” and Good wages”; He further concluded that these two factors were consistent across different organisational levels, between genders and age groups.

Quinn (1997) also cited in Harpaz (1991) concluded, “When the ratings of twenty-three job related factors (including the need factors) were carried out, the conclusion reached was that no single factor was pre-eminently important”. He further pointed out that, “The most aspect of the worker job was that of sufficient resources to perform a task. From the above studies presented so far, the rankings by different subgroups have shown semantic differences in the importance placed on different motivational factors. For example, (Kovach, 1987, Wiley, 1997 and Harpaz, 1990). The discrepancies in these research findings supports Nelsons (2001) positional view that “what motivates employees differs and may change for the same employee over time”.

Research conducted by Lindner (1998) by using a descriptive survey of twenty five (25) employees in research center, rank-ordered the motivational factors affecting employee performance as: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems.

When comes to 2000s years, factors that motivate employees are seen to be changed as there are technological developments, rapid increase of competitive factors among businesses and changes in employee needs as well as noticeable increase of female counterparts into the workforce are seen to be effective. For example, in the research of Olçer (2005) to determine what are the ranked factors that affect working staff motivations are job security, good relations with superiors, wage and appreciation based on fair performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works in accordance with employee's skills and work rotation. Olçer (2005) stressed that there is a meaningful relation in a positive way between motivation level and performance level.

A study on fast food industry conducted by Hossain and Hossain (2011) found several different factors according to the order of importance - Good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work.

Surprising fact is no other previous researches on employee motivation have not focused on work-life balance, facility of joining in a union as important motivational factors. These factors could have great impact on employee motivation.

2.5 Strategies of Motivating Employees

Worman (2008) contributing to the subject motivation enumerated the following strategies of motivating employees:

1. Recognition and Attention

Worman touching on this point argued that, when employees accomplish a mission, they believe that indeed they have achieved something and have the mindset that recognition from management is an appreciation for that achievement. But the challenge is here that, most managers do not give enough recognition because they themselves do not get enough.

Giving recognition to employees is something that does not come naturally to do, but requires much effort and consistency to achieve it. At Guaranty Trust Bank it was realised during the pilot survey that employees felt unrecognised. In that, there had been instances they felt that management should have at least given them a pat on the shoulder after successfully executing a task.

The researcher therefore, contends, that employees do not all the time require cash, as it is the perception of most managers to be motivated to give off their optimum best, but sometimes mere appreciation is enough for he or she to feel at home and perform very well.

2. Applause

Closely related but, a form of recognition which comes in a very specific form. Worman (2008) maintained that physically management should applaud employees by giving them a round of applause for specific but extraordinary achievements. He buttressed the point when he indicated that, the opportune time is at meetings or social gatherings, a luncheon, or in the office.

A close look at this point, it came as no surprise to the researcher when it had to follow recognition and appreciation. The two are indeed related and the onus lies with management to identify when, where and how this particular form of motivation can be employed effectively to increase performance.

3. One-on-One Coaching

Coaching is employee development which is an important aspect of every organisation. The only cost for embarking on such an exercise is time. Time in this context means you care. And it is worth noting that employees do not care how much you know until they know how much you care.

Chapman (2009) added that whenever the emphasis is on positive feedback, it is only wise that the coaching is done in "public." Whenever you recognise and encourage people in "public," it acts as a natural stimulant for others who are close enough to see or hear what is taking place.

Arguably one of the most effective ways of motivating employees, the study revealed that the bank as a way of motivating its staff gives senior members the opportunity to take freshmen through the rudiments of the job and who from time to time coaches them when they are chatting the wrong course.

4. Training

For whatever reasons known to management of most organisations they think that people have already been trained or have got good people who only need a little training. But Worman (2008) in his article titled "ways of motivating employees without money" disagreed and claimed that training never ends and is a continuous exercise.

This is one notion shared by almost all institutions; the perception is that once you come out of school it means you are fully fledged to fit into the scheme of things. It is never the case; freshest graduates require intensive training in addition to the knowledge acquired to be able to perform. Scheduling "tune- up" training sessions the researcher believes is very vital. Such training sessions as a matter of fact should be led by management or by a supervisor with help from specific

employees who show a particular strength in the skills taught. It may be seen to be time consuming, but such training sessions will continually enhance the performance of banking staff and the productivity of the business.

5. Career Path

Employees, as vital as they are to the bank, need to know what is potentially ahead for them, what opportunities there are for growth. This issue is sometimes a forgotten ingredient as to the importance it plays in the overall motivation of people. The reality is that management in recruiting staff entices them with nice packages, after employment all these nice packages vanish into thin air.

In support of the argument the researcher charges that, management within their power should set career paths within their organisations if possible, promote from within. Although specific circumstances may require that management look for talent outside the company, it is always appropriate to first consider internal personnel. Such actions send a very positive message or signal to every staff member, that there are indeed further career opportunities within the organisation.

6. Job Titles

Job titles in this context Worman (2008) meant, tapping the self-esteem of people, thus, how someone feels about the way they are perceived in the workforce, which is a critical component to overall attitude and morale. Imagine a social gathering that includes some of the staff of the institution. The subject of work inevitably comes up. How will the people feel; proud, or embarrassed, to share their title and workplace? The importance of feeling proud of who you are and what you do is monumental. Management should be creative as they think of possibilities for titles. They should have staff come up with ideas giving them input into the titles. The bottom

line is, you are dealing with pride and pride enhances a positive attitude and a positive attitude is the foundation for continuing success.

7. Good Work Environment

Literature reviewed brought to the fore how inaccurate results can be. Reporting on the issue Mc Coy (2000), in a study conducted asked Employers to rank what they thought motivated their people and then employees were asked to rank what really did motivate them.

According to the study employers felt "working conditions" was a nine (or next to last) in terms of importance. Employees saw it otherwise ranking it Number two! Giving an indication that working conditions were very important to the way employees felt about where they work. Most staff members of the bank highly supported this point and advocated that working in an office with pictures on the walls, plants; nice flowers, furniture, and enough space among other features generally make people feel good about their environment and give of their best for maximum performance. On the other hand, working in an office where all these elements are absent coupled with unregulated temperature considering a banking hall they together with the customers may feel they are in the Amazon jungle one minute and the North pole the next minute so to speak.

8. On-the-Spot Praise

Also believed to be associated with recognition but the key thing here is timing. When there is a reason for praising someone, Hitt (2009) reiterated that management should not put it off for any reason. Promptness equals effectiveness.

The study shared the opinion of Hitt. It is appropriate that employees be praised when the achievement is fresh on everyone's mind. The challenge of most management is their attitude of allowing time to creep in and snatch away any ounce of the positive impact that praise can have when it is delivered promptly.

9. Leadership Roles

Giving employees leadership roles to reward their performance will also help you to identify future promotable people. Most people are stimulated by leadership roles even in spot appearances. For example, when visitors come to your workplace use this opportunity to allow an employee to take the role of visitor's guide.

A great place to hand out leadership roles is to allow employees to lead brief meetings. Utilise their strengths and skills by setting up training sessions and delegating one of your employees to lead the training. The best time to do this is when new people start (Worman, 2008).

Another opportune time conducive for such actions is to assign someone who has attended an outside seminar or workshop lead a post-show that is briefing the other employees regarding seminar content and highlights.

10. Team Spirit

One very effective idea for most organisations has been the policy of team spirit among employees. Building a collage of creative ideas with the "Team" theme. All employees are responsible for submitting a phrase referring to TEAM on a weekly rotation. Each of these ideas (such as TEAM: Total Enthusiasm of All Members or There is no I in Team) is placed on a wall,

creating a collage of Team-oriented phrases. Don't have one person responsible for this do it as a team (Worman, 2009).

11. Social Gatherings

Scheduled offsite events enhance bonding which in turn helps team spirit, which ultimately impacts your positive work environment. Outings like Christmas, Easter parties are only some of the ideas that successfully bring people together for an enjoyable time. Some others like keep fit exercises inter- departmental games are also very effective in motivating employees.

12. Outside Seminars

Outside seminars are a stimulating break for employees after long period of sitting behind their computers and working. Because outside seminars are not always cost efficient for most people, management may consider on-site seminars or workshops for their staff. It can be used as a contest prize for one or two people. Then set up a structured plan for those seminar attendees to briefly recreate the seminar to the rest of your people when they return (Napaporn, 2009).

13. Additional Responsibility

There are definitely employees in every organisation who are willing, begging for and can handle additional responsibility. Such employees do not do it out of pride but their love for the job. The responsibility of management here is to identify who they are and if possible match responsibilities to their strengths and desires.

This is also a smart way of motivating employees to increase performance. Giving them that additional responsibility makes them have a feeling that are responsible and equal to whatever task given and will go the extra mile to execute it with due diligence.

14. Stress Management

It is one of the silent but major factors that is causing low performance among employees (Worman, 2009). He added that there are many articles and books available on the subject and encouraged management to make the reference materials available to their people. He further recommended that, if possible, have an in-house seminar on stress management techniques. So that production time is not lost.

2.6 Rewards System

The subject motivation can never be tackled or discussed without making mention of reward. Reward system is much more than just bonus plans and stock options. It is actually a process that reinforces or drives innate feelings, to meet the targeted and accepted standards. Many believe it should not be seen as a ritual affair but a continuous activity to be undertaken by management.

2.6.1 Monetary Rewards

It is certainly the most common and widely used approaches to facilitate recruitment, retention, motivation and performance. Financial rewards include direct or indirect payment such as wages or salary, bonuses, insurance, merit pay, allowances, loans and tuition reimbursement. Providing adequate and timely reward is important to guarantee the recruitment of motivated and qualified staff.

2.6.2 Non-Monetary Rewards

There are different types of non-monetary rewards, such as work autonomy, recognition, from supervisors, so employees will feel their efforts are noticed and valued. Career development and professional growth opportunities will help employees to develop new skills, knowledge

expansion, and increase their visibility within the organisation, internal promotion opportunities as a long plan, and shift work flexibility.

2.6.3 The Importance of the Reward System

Money whether in the form of wages, piecework, incentive pay, bonuses, stock options, company paid insurance or any of the other things given to people for performance, money is important. Economists, accountants and many managers tend to regard money as a prime motivator (Jishi, 2009).

However, behavioural scientists tend to place it low on the scale of motivators. Probably, neither view is correct as an all-embracing approach; it depends on the individual. Money in the form of pay is a powerful motivator, which can be related to the motivational theories that we have examined. In discussing money as a motivator it is necessary to recognise its effects at two levels;

- Money in absolute terms, as an exact amount, is important because of its purchasing power. It is what money can buy, not money itself that gives it value.
- Money is also important as an indication of status.

2.6.4 Incentive Schemes

There are several features which are unique to money as a motivating force and which can affect workers in different ways:

Money is more important to people who are seeking to establish an initial standard of living rather than those who have arrived. Schumacher (2008) defined his principle of motivation in which he states that if all efforts by the company are devoted to doing away with work by automation and computerisation, then work is a devalued activity which people put up with

because no other way has been found of doing it. People would therefore be working just for money. Most organisations use money not as a motivator, but simply as a means of ensuring adequate staffing. The need for apparent fairness encourages the use of salary grades and hence comparability of earnings. Financial incentives operate with varying strengths for different people in different situations. Much research has shown that money is not a single motivator or even a prime motivator.

2.7 Challenges of Employee Motivation

In order to avoid marginalization and sustaining its competitive advantage, organizations today are required to adapt to the latest technologies and globalization. Economic, social, political and technological changes are the inevitable challenges that organizations are facing (Sydanmaanlakka, 2002; Ford, 2005). Since changes are taking place in the external business environment, it is mandatory for all organizations to adapt to the important changes that can be sources of motivation for competitive advantage. All changes have a direct motivation influence on the organization and people. So as to achieve its target, greater levels of skills, commitment and intelligence of employees are required and organization have to make a huge amount of investment. However, due to various aspects such as distrust on employees, economic issues, investment of extra effort and greater levels of doubt and ambiguity, managers are averse to redesign the work place (Vroom, 1990). Nowadays, organizations are employing new technologies and downsizing the numbers of workers, outsourcing or employing temporary workers in order to save cost. This situation can trigger a negative impact on employee motivation since they feel that companies turn out to be less loyal and dependable to them (Boldman & Deal, 2003).

According to Srivastava and Bhatia (2010), major motivational challenges to a public sector organisations related to employee motivation is lack of adequate logistics and commitment on the part of top management. They explained that there is a huge competition between public sector and private sector organization and it is difficult to overcome such challenges which often faced by a HR department in public sector organisation. There are number of challenges that are faced by a HR department such as poor, compensation, poor working condition, delay in promotion, slow commitment to possibility of growth and recognition These challenges work as de-motivational factor for the employees. Srivastava and Bhatia (2010), suggested that it important to deploy such factors in competitive to other private industry in order to result in more satisfaction among the employees. They posited that this can lead to better performance and results in overall growth of organization.

2.8 Empirical Studies on the effects of Motivation on Employee Performance

Herzberg (1959) says having fewer dis-satisfiers does not motivate a worker to do a good job, but only to stay in it. Worker performance clearly depends on their level of motivation, which stimulates them to come regularly, work diligently, be flexible and be willing to carry out the necessary tasks. The performance and quality of organisation depends on the quality and motivation of human resources. Therefore, employee motivation is likely to have effect on the delivery of the outcome and performance of work.

According to Kotelnikov (2008), the extent to which employees are motivated in their work depends on how well those employees are able to produce in their job. He goes further, to assert that motivation is expected to have a positive effect on quality performance; employees who are characterised by a high level of motivation will definitely show higher work and life satisfaction.

Having high level of motivation in itself is valuable for employees and a decrease in level of motivation might affect employees negatively, the motivation in this case will lead to higher level of initiative and creativity from the employees and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance (Kotelnikov, 2008).

A study carried out by Burney (1991) revealed that the level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards. Dessler and Harrington (2003) observe that over-achieving, talented employees are the driving force of all institutions so it is essential that institutions strive to motivate and hold on to the best employees. The quality of human resource management is a critical influence on the performance of the institution. Concern for strategic integration, commitment flexibility and quality, has called for attention for employees' motivation and retention. Financial motivation has become the most concern in today's organization, and trying to Maslow's basic needs, non-financial aspect only comes in when financial motivation has failed.

According to Greenberg (1999) and Baron (2000) definition of motivation could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual(s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals.

Hitt, Esser and Marriott, (2002) observe that motivation can be intrinsic and extrinsic. Extrinsic motivation concerns behaviour influenced by obtaining external rewards. Praise or

positive feedback, money, and the absence of punishment are examples of extrinsic or external rewards. Deci (2009) argues that intrinsic motivation is the motivation to do something simply for the pleasure of performing that particular activity. According to Hagedoorn and Van (2009) examples of intrinsic factors are interesting work, recognition, growth, and achievement.

Linz (1999) revealed that several studies have found that there is positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction. This is significant to institutions in today's highly competitive business environment in that intrinsically motivated employees will perform better and, therefore, be more productive, and also because satisfied employees will remain loyal to their institution and feel no pressure or need to move to a different institution.

Deci and Ryan (2000) conducted and replicated an experiment that showed the negative impact of monetary rewards on intrinsic motivation and performance. A group of college students were asked to work on an interesting puzzle. Some were paid and some were not paid for the work. The students that were not paid worked longer on the puzzle and found it more interesting than the students being paid. When the study was brought into a workplace setting, employees felt that their behavior was being controlled in a dehumanizing and alienating manner by the rewards. It was discovered that rewards would seriously decrease an employee's motivation to ever perform the task being rewarded, or one similar to it, any time in the future.

Another observation of the study was that employees would expect a reward every time the task was to be completed if the reward was offered at one time. Employees would require the reward in order to perform the job and would probably expect the reward to increase in amount. If

the rewards were not increased or if they were taken away they actually served as negative reinforcement.

Deci and Ryan (2000) in collaboration with two of their colleagues conducted a study to examine the effects of performance-contingent rewards on an employee's intrinsic motivation. The study also found that these types of rewards are very controlling since these rewards are directly associated with an employee's performance of some task (Cameron, Deci, Koestner, & Ryan, 2001). In that respect, performance-contingent rewards undermine intrinsic motivation; however, if the reward given to the employee conveys that the employee has performed on a truly outstanding level, the reward would serve to solidify that employee's sense of competence and decrease the negative effect on that employee's intrinsic motivation. Also significant in the study was the importance of the interpersonal atmosphere within which the performance-contingent rewards were distributed.

When Cameron et al. (2001) compared the administering of rewards in a controlling climate and in a non-controlling climate; they discovered that the performance-contingent rewards given in the more controlling interpersonal climate undermined intrinsic motivation. To prevent the decrease in employees' intrinsic motivation, the interpersonal climate when distributing performance-contingent rewards should be more supportive.

Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees' ability together with environment factors which interplay's resulting to performance. This performance interns lead to various outcomes, each of which has an associated value called Valence.

Adams (1965) on his part suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes; pay recognition, promotion, social relationship and intrinsic reward. To get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high. Work motivation does not determine employee's level of performance, but it does influence his/her effort toward performing the task (Ahlstrom and Bruton, 2009).

The role of motivation in performance can be summarized in the following formula:

Performance = Ability x Understanding of the task x Motivation x Environment

Accordingly, in order to perform well employees, need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expand effort to do so. And last, employees need to work in an environment that allows them to carry out the task, Landy and Conte (2010) emphasized the importance of motivation - if motivation is equal to zero, even the most talented employee will not deliver. Similarly, an energized and highly motivated employee can reach good performance despite having some knowledge gaps. A good example for the latter situation is a new worker or trainee, who joins the institution fully motivated to work, yet lacks skills and experience. The motivation to learn and develop will quickly outweigh the weaknesses. The effects of motivation do not stop with performance. In the group of motivated employees there are fewer work accidents, fewer rates of ethical problems, less employee turnover and lower levels of absenteeism (Jurkiewicz, Massey & Brown, 2005).

Robison (2010) observe that motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health. Furthermore, motivated employees are more committed to their institutions and show less insubordination and grievance. They are also more creative, innovative, and responsive to customers, thus indirectly contributing to the long-term success of the institution. In short, motivated employees are the greatest asset of any institution.

Mulwa (2003) conducted a study on employee performance in public audit institutions in Kenya. He explains the various motivation theories like Abraham Maslow's hierarchy of needs, Herzberg's two factor theories and the equity theory of Adams. The review shows that motivation is key for the productivity, profitability and sustainability of every institution - as the employees are its movers and its live blood. That motivation is not a one off undertaking rather it's a continuous undertaking by management as long as the organization does exist. That it is the responsibility of the management to continually work on employee motivation for sustainability of the organization.

2.9 Conceptual Framework

The concept or term motivation in study is taken to mean any employment related factors that influence an employee to give of his or her best. Also employee performance as used in this study means an outcome, a result or a product from an employee. Based on the theories and empirical studies reviewed in this chapter (Maslow, 1943; Vroom, 1964; McClelland, 1961; McGregor, 1960; Kovach, 1987, 1993; Wiley, 1995; Lindner, 1998, 1999), a conceptual framework is designed to guide this study. Figure 2.2 below is developed to conceptualize the effect of motivation on employee performance.

From the conceptual framework as seen in Figure 2.2 below, the researcher makes an assumption that motivation positively affect employee performance. Motivation is used as an independent variable which consists of but not limited to the following factors:

- Good and regular salary
- Other financial and non-financial incentives
- Fringe benefits
- Promotions
- Training
- Job security
- Full appreciation of work done
- Feeling of belongingness
- Open communication
- Love and affection

From the literature review, there is positive effect of motivation on employee performance (Herzberg, 1959; Kotelnikov, 2008; Burney, 1991; Dessler and Harrington; 2003; Linz, 1999; Deci and Ryan, 2000; and Cameron et al., 2001). Therefore, employee performance on the hand is used as dependent variable produced by the independent variables. The dependent variable also consists of the following:

- High productivity
- Increased revenue
- Quality of work
- Job satisfaction

- Boost employee morale
- Loyalty to the organisation

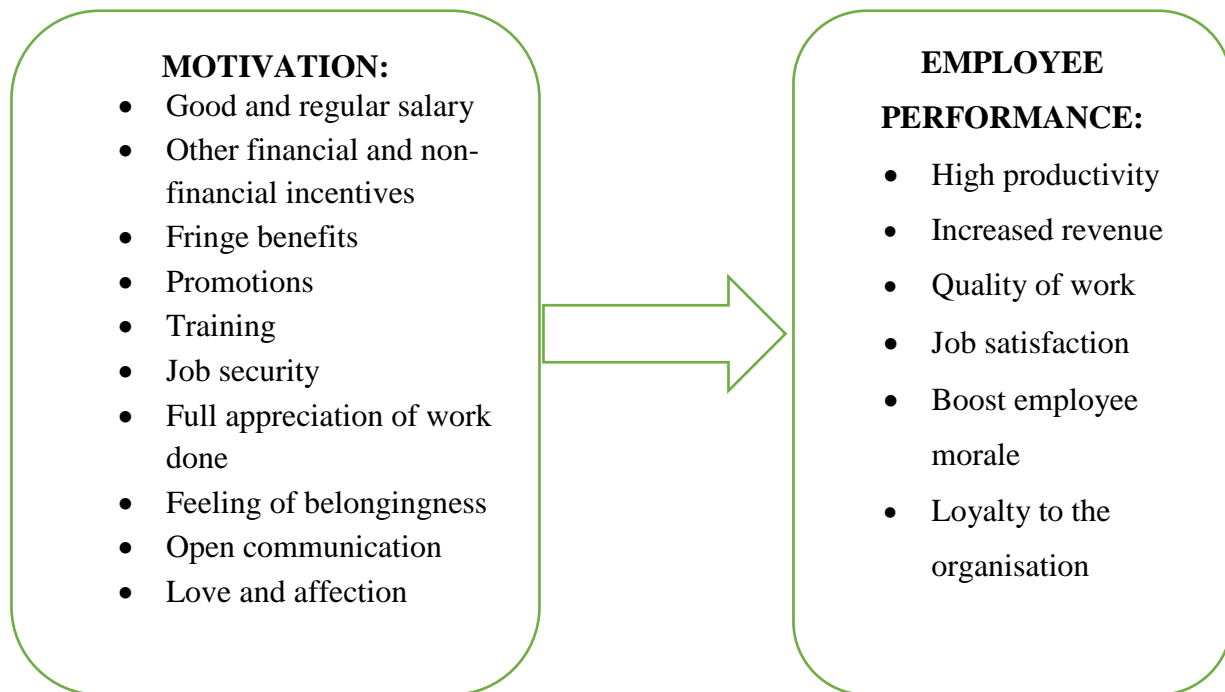


Figure 2.2: The effect of motivation on employee performance

Source: Researcher's own construct based on the literature review, 2016

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter is the premise upon which the study was built and it provides an explanation of the methods employed for the study. This enables further understanding of the research as well as the results presented in the next chapter. The chapter begins with preconception of the researcher and furthered with explanations of how the study was conducted. The main areas covered in this chapter are research paradigm, research design, population, sampling procedure and sample size, research instruments, data collection procedure and data analysis methods.

3.1 Research Paradigm

Research methodology is an important aspect any research endeavour and it seeks to provide procedures followed in collecting and analyzing data for a study. These methods/procedures must comply with scientific process. For this to happen, one needs to specify the research design (Kumar, 2011). According to (Kumar, 2011), a researcher's chosen design is informed by the adopted research paradigm. This is because different researchers have different beliefs and how they view, interact and understand issues within their environment or surroundings and these affect the way in which researches are conducted. Despite these facts, all research studies are guided by standards, principles and rules which must be followed accordingly. It is these standards, principles and rules that referred to as "research paradigm". According to Weaver and Olson (2006), a research paradigm is a pattern of beliefs, practices and standards that regulate an inquiry into phenomenon and provide researchers with guides for accomplishing an investigation. There are two broad research paradigms namely positivism and Interpretivism. The positivist

approach is more specific and well structured (Kumar, 2011). On the other hand, the interpretivist approach also known as the qualitative approach seeks to “*understand, explain, explore, discover and clarify situations*” but lends to bias (Kumar, 2011).

According to Guba and Lincoln (1994), positivist paradigm is referred to as the “received view” that dominates an inquiry both in social and physical sciences. Positive paradigm holds researchers to be objective as much as possible and requires that researchers are detached from main object of research study so as to capture the “real” reality of a phenomenon. The purpose of positive paradigm is to enable the researcher predict and explain any changes in knowledge of inquiry (Guba & Lincoln, 1994). With regards to interpretivist paradigm, it is the philosophical foundation of an inquiry which holds the view that there exist multiple realities and many truths to an inquiry into a phenomenon. According to Weaver and Olson (2006), interpretivist paradigm is a holistic perspective of the inquirer and the environment and that there are many methodological approaches to an inquiry into a phenomenon. The purpose of interpretivist paradigm is to interview various stakeholders to obtain the depth and value of the content of data obtained.

Having explained the two research paradigms, it is important to state that due to the complexities associated with research studies, none of the paradigms can singly handily meet and satisfactorily address all the requirements of research mythologies. It is therefore of interest for this study to blend both the positivist and interpretivist paradigms. Combining both paradigms provides strong basis and ability in investigating the effect of employee motivation on employee performance.

3.1 Research Design

The study employed descriptive research design in investigating the effect of motivation on employee performance at GBC as the name implies, with descriptive research, the aim is to provide a vivid and accurate description of an observable phenomena at a given point in time. Descriptive research design use questions such as *what? who? where? when? or how?* and with regards to this study main question is *what effect of motivation on employee performance?* In simple terms this study will be driven and guided by this main research question and the other four specific research questions used in this study.

The descriptive research combined with quantitative strategies. According to Patel and Tebelius (1987), there are two main types of research strategies for researchers and these are quantitative and qualitative strategy. The decision to use quantitative method for this study was justified on the grounds that the researcher was able to explore the research questions from different perspectives which led to broader understanding of issues relating to topic. In effect, the researcher adopted the strategy due to the fact that it was best suited for addressing the questions in a well balance form.

3.2 Population

The population for this study was of the employees of GBC in the Greater Accra Region. The target population was the employees and this consisted of management staff, senior staff and junior staff of the various named schemes.

3.4 Sampling Procedure

Sampling is the process of selecting a sufficient number of elements from a population so that by studying the sample and understanding the properties or characteristics of the sample, researchers would be able to generalize the properties of the sample to the population. Sampling

frame is a list of all members of the population from which a sample is drawn for a research study (Saunders et al. 2007). In selecting the employees for this study, convenience sampling was employed for this study. The sample size was determined using the formula by De-Vaus (2002).

$$n = \frac{N}{1 + N(a)^2}$$

Where n = sample size, N = population, a = Confidence Interval. The confidence interval applied in this study is 93.3%. This is considered an acceptable in social science. The determination of the sample size is as follows:

$$n = ?$$

$$N = 350$$

$$a = 0.067 (1 - (93.3 \div 100))$$

$$\text{Therefore, } n = \frac{N}{1 + N(a)^2}$$

$$n = \frac{451}{1 + 451(0.067)^2}$$

$$n = 151.62$$

$$n = 152$$

3.5 Data Collection Instruments

The main research instruments employed for the data collection was questionnaire. According to Yin (1994), questionnaires are the most appropriate method for case study. For the purpose of this study questionnaire was used because it helps to collect data from large number of respondents in different locations. There is also standardized data from identical questions without

need have face to face interaction. Apart from these, it saves time and other resources. Apart from these advantages, the survey questionnaire also enables one to collect standardized information in respect of the same variables for everyone in the sample selected (Parfitt 1997; cited in Zahari, 2007). This makes the questionnaire an indispensable tool in gathering primary data about people, their behaviour, attitudes, opinions and awareness of specific issues.

3.6 Data Collection Procedures

The study collected data from two main sources namely primary and secondary sources. The primary source of data was questionnaire designed to facilitate respondents' answers, thus the questions were designed to collect relevant information needed for the research. The questionnaire was made up of closed and opened-ended questions and was made up of five sections. The first section dwelt on the personal data of the respondents. The second section sought to identify the key factors that contribute to employee motivation. In the third section, the researcher sought to find out the level of motivation of the employees and the fourth section assessed the extent to which motivation affect employee performance at GBC.

The secondary data were collected from published and unpublished research works, articles and journals on the subject matter. These sources enabled the researcher to have more insights on concepts and theories relevant for the literature review. Some researchers advised against secondary data collected prior to primary data collection because the literature review might influence the researcher's conceptualization of the study. Field and Morse (1996) stated that a literature review may mislead the researcher's ability to make accurate decisions in the study. However, the researcher beliefs that the literature review is necessary to provide guidance in identifying bias in previous studies. The secondary data is also economical, saves efforts and expenses, time, and helps to make primary data collection more specific.

3.7 Data Processing and Analysis

The 5-Likert Scale was used to measure the views of the respondents on the impact of employee motivation on employee performance. The 5-Likert Scale used the indicators 1 = Extremely low, 2 = Very low, 3 = Average, 4 = Very high and 5 = Extremely high. The results obtained from the 5-Likert Scale were then used to compute the weighted average for each variable. The weighted average formula is given below:

$$WA = \frac{\sum W}{AN} = \frac{5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1}{5N} \dots \dots \dots \text{eq. 1}$$

Where:

- WA is Weighted Average;
- A is highest weight
- N is total sample size involved in the study
- n_1 represents number of responses to the indicator Extremely low
- n_2 represents number of responses to the indicator Very low
- n_3 represents number of responses to the indicator Average
- n_4 represents number of responses to the indicator Very high
- n_5 represents number of responses to the indicator Extremely high

Based on the results obtained from the above calculations, the study employed Vagias (2006) Anchor for measuring the respondents' opinions. Table 3.1 below shows the scale for measuring and interpreting the results obtained from the above calculations.

Mean Range	Interpretation
0.81 – 1.00	Extremely High
0.61 – 0.80	Very High
0.50 - 0.60	Above average
0.41 – 0.49	Below average
0.21 – 0.40	Very low
0.01 – 0.20	Extremely Low

Table 3.1: Scale for measuring and interpreting respondents' views

Source: Vagias (2006)

The study employed the use of Microsoft Excel which helped to generate tables and statistical diagrams like bar charts, pie charts and line graphs. Descriptive statistics was then applied in the narrations, interpretation and discussion of the results obtained.

3.8 Chapter Summary

This chapter discussed the research design, population, sampling procedure employed in the selecting the respondents, instruments and procedures used in collecting the data as well as method of data processing and analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

In this chapter, the data collected through self-designed questionnaires are now critically analysed and discussed. For better understanding of the analysis, tables and other statistical tools such as pie charts, graphs, etc. are used to illustrate the outcome of the questionnaire results. The analysis is followed by discussion and evaluation of the results with other related studies. The chapter begins with an analysis of personal data on the respondents.

4.1 Personal Data

From figure 4.1 below, out of the 152 respondents 46% were males while 54% were females. These results revealed that majority of the respondents are females.

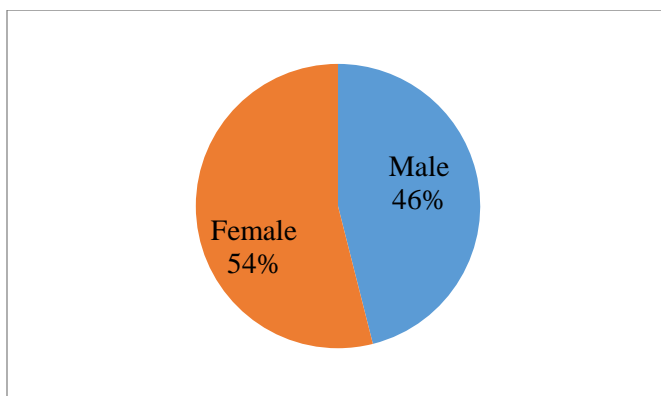


Figure 4.1: Gender

Source: Field Data, 2016

According to the study results as illustrated below, none of the respondents were less than 21 years, 52 making 34% were between the aged of 41-60 years, while the majority of the respondents were 100 representing 66% were ages between 21-40 years.

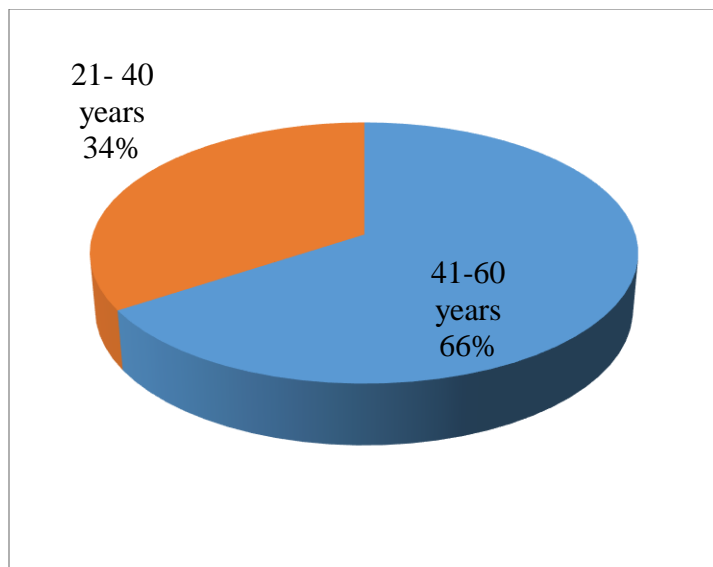


Figure 4.2: Age

Source: Field Data, 2016

According to the study result as seen in table 4.1 below, it's indicated that out of 152 respondents, majority of the respondents were 82 being 54% had First degree are the highest followed by 25 constituting 16% of the respondents had Diploma, while the other 25 being 16% also had Masters, 10 making 7% had Professional qualification. However, the remaining 10 representing 7% also had SSCE/O Level/A Level in their qualifications.

Educational Level	Frequency	Percentage (%)
SSSCE/O level/A level	10	7
Diploma	25	16
First degree	82	54

Masters	25	16
Professional	10	7
Total	152	100

Table 4.1: Educational Level

Source: Field Data, 2014

The results illustrated in the chart above indicate that 34% of the respondents have been in operation with the company for the past 2 to 10 years, 46% have been in operation for more than 10 years, 10% have been running for the past 6 – 5 years but 10% also have been operating for less than 2 years.

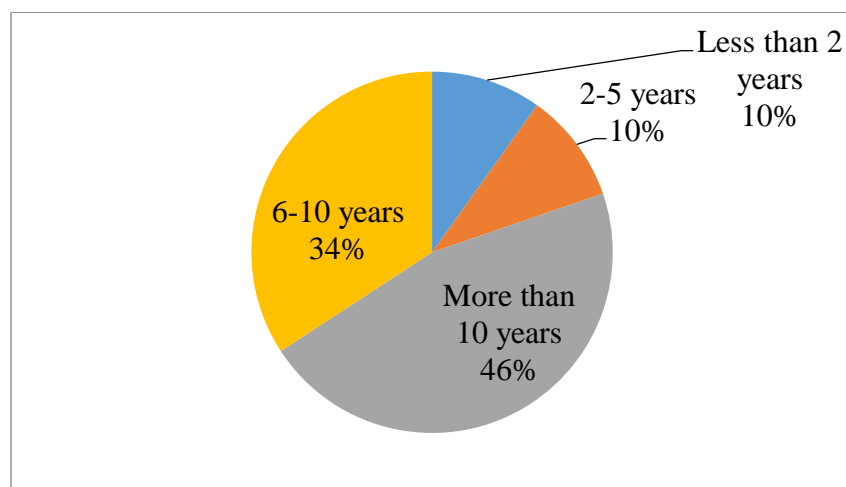


Figure 4.3: Working Experience

Source: Field Data, 2015

Out of 152 respondents, 51% said they belong to senior staff followed by 40% are those who belong to junior staff but the remaining 9% were management staff.

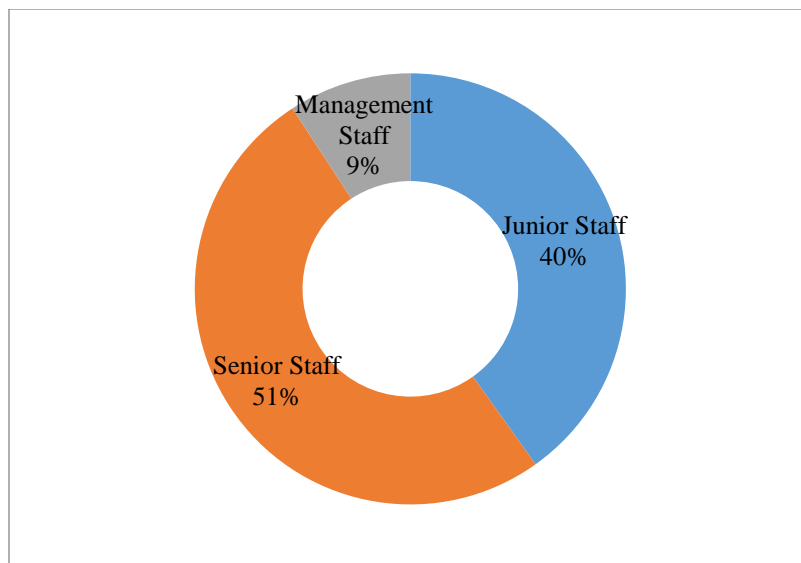


Figure 4.4: Categories of staff group of respondents

Source: Field Data, 2016

4.2 Key Factors in Employee Motivation

From Table 4.3 below, it is indicated that the topmost 8 factors or indicators in the motivation of employees of GBC which were ranked as extremely high were (1) Good and regular salary; (2) Job security; (3) Good working conditions; (4) Promotion and growth in the organisation; (5) Opportunity for personal growth; (6) Interesting work; (7) Full appreciation of work done and (8)

Good and regular salary and job security appeared to be extremely high motivators. This seeks to suggest that good and regular salary and job security are most extremely important motivation factors for the respondents. Importantly, good and regular salary have been found to be strongly agreed by all the respondents (mean average = 1.00) as the most important motivating factor to the employees. These findings support that of Harpaz (2000) and Linder's (2009) researches.

Factors or Indicators in Employee Motivation	Weighted Average	Interpretation	Rank
Good and regular salary	1.00	Extremely high	1 st
Job security	0.93	Extremely high	2 nd
Good working conditions	0.91	Extremely high	3 rd
Promotion and growth in the organisation	0.90	Extremely high	4 th
Opportunity for personal growth	0.89	Extremely high	5 th
Interesting work	0.89	Extremely high	5 th
Full appreciation of work done	0.79	Extremely high	7 th
Feeling of belongingness	0.77	Extremely high	8 th
Sympathetic help from management addressing personal problems of employees	0.64	Very high	9 th
Tactful discipline	0.63	Very high	10 th
Personal loyalty to employees	0.62	Very high	11 th
Open communication	0.61	Very high	12 th

Table 4.2 Feeling of belongingness.

Kovach (2005) in his study also indicated interesting work and promotions and growth in the organisation as the most important factor. Good wages were not so important for his respondents when he analyzed the whole group but it was the most important factor for the group under 30 years old. Interesting work seems to be the factor that is indicated as one of the most important in many researches in various settings and environments. Good wages are seen as very important by some groups of respondents and not by others.

The most important factors chosen by respondents can be analyzed in the light of Maslow's theory of needs. Interesting work is related to self-actualizing need, good wages to physiological need, job security to safety need, feeling of being well informed and involved to social need and finally promotion and growth in the organization and full appreciation of work done to self-esteem need. According to Maslow the higher needs occur when the lower needs are fulfilled. According to Maslow the higher needs occur when the lower needs are fulfilled. This might explain why good wages are one of the most important factors for students. Money is needed to satisfy all basic needs related to everyday expenses. When externally focused these may include the desire for reputation, prestige, status, fame, glory, dominance, recognition, attention, importance, and appreciation. This implies respondents apart from the enticing and fat salaries and the numerous incentive packages at their disposal offered by management is not motivated to increase performance rather having management and colleagues repose some level of trust in them and according them the due respect alone is enough for them to maximise their performance.

The finding corroborates with Maslow's (1970) safety needs in the hierarchy. This he said in the work setting translates into a need for at least a minimal degree of employment security; and the assurance that we cannot be dismissed or sacked for irrelevant reasons and that appropriate levels of effort and productivity will ensure continued employment.

Recent studies have shown that, employees have now become more particular about the environment in which they work. An indication of this reflected in the survey conducted, when 80% of the total respondents who participated in the research strongly agreed to it and made it emphatically clear that, working in an office where employees do not have enough space or cramped in a "sardine can", no good furniture making sitting for a long time uncomfortable,

inadequate space, inconsistent office supplies and poor room temperature inhibits maximum performance.

Showing appreciation and recognition for good work done breeds healthy competition among employees and indirectly raises' the bar of excellence. It is natural in an organisational setting for co-workers see a colleague being applauded for the good job done; they will also work hard to get the same reward. It should not be seen as a negative challenge rather a positive one that will enhance performance.

Literature reviewed attested to this finding. Worman (2008), in his article motivating employees without raising their pay confirmed that, employees are not motivated by money alone but when they accomplish something they believe indeed they have accomplished something and recognition from management is appreciation for that achievement. He further added that management hardly gives recognition because they do not get enough.

It is the universal perception that every employee works for money in return but they also work because they have personal goals to achieve. There had been numerous studies sharing a contradictory opinion to this particular finding. Maslow (1943) claimed that employees work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in society, to have a sense of identity, and most specially to have job satisfaction. Taylor (1911) siding with Maslow reiterated that the most important motivator of workers is salaries and wages when he claimed that non-monetary rewards breeds low productivity. He continued by saying that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees

think working at a higher rate means fewer employees may be needed which discourages employees to work more.

According to Owens (2001), an important concept in the two-factor theory is that people tend to see job satisfaction as being related to such intrinsic factors as success, the challenge of work, achievement and recognition, while seeing dissatisfaction as being related to such extrinsic factors as salary, supervision and working conditions.

According to Stoner, Freeman and Gilbert (1995), motivators lead to job satisfaction and 'hygiene factor' must be sufficiently present in order for motivation factors to come into play. In the opinion of Stoner et al (1995), when the maintenance factors are not sufficiently present, that can block motivation and lead to job dissatisfaction.

According to Worman (2008) it is a costly mistake to get lost in the false theory that more money equals happy employees. He further asserted that cash will always be a major factor in motivating people and a solid compensation plan is critical to attracting and keeping employees. But the key additional cash is not always the only answer and in many cases not even the best answer.

4.3 Assessment of overall level of motivation of employee

According to results seen in table 4.2 above, none of the respondents chose extremely high, 72 making 47% had averagely motivated, 25 constituting 16% said their motivation was poor, while 20 being 13% said it was very poor, but 20 representing 13% said it was high. However, the remaining 15 making 10% of the respondents were extremely low.

Motivation of Respondents	Frequency	Percentage%
Extremely High	0	0
High	20	13
Average	72	47
Extremely Low	15	10
Poor	25	16
Very Poor	20	13
Total	152	100

Table 4.3: Motivation of Respondents
Source: Field Data, 2016

In respect to follow-ups answer to question 8 above, none of the respondents are extremely satisfied with their current job, it is seen that those who had 41% of the respondents were very satisfied, followed by 39% said they are satisfied with their current job and the 30 representing 20% were not satisfied with their current job (see Table 4.3).

Job Satisfaction	Frequency	Percentage%
Extremely Satisfied	0	0
Very Satisfied	63	41
Satisfied	59	39
Not Satisfied	30	20
Total	152	100

Table 4.4: Job Satisfaction of Respondents
Source: Field Data, 2016

4.4 Effects of motivation on employee performance

From Figure 4.5 below, out of the 152 respondents, 87% strongly agreed that motivation can cause employees to contribute the maximum towards their achievement of the goals in the organization while 13% of the respondents slightly agreed.

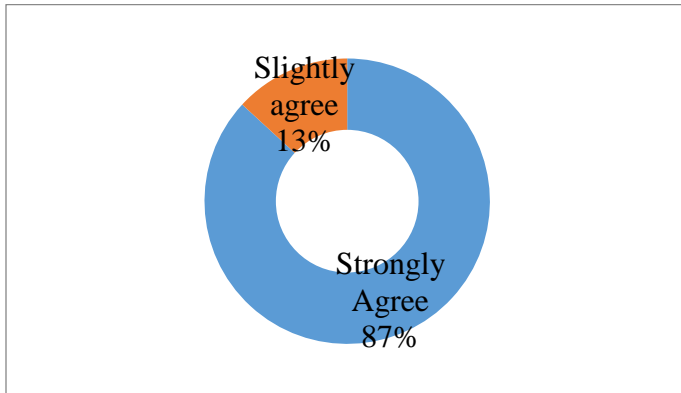


Figure 4.5: Effects of Motivation of Respondents
Source: Field Data, 2016

According to questionnaire results as seen below, 87% strongly agreed that motivation can lead to employee efficiency while the remaining 13% of the respondents slightly agreed.

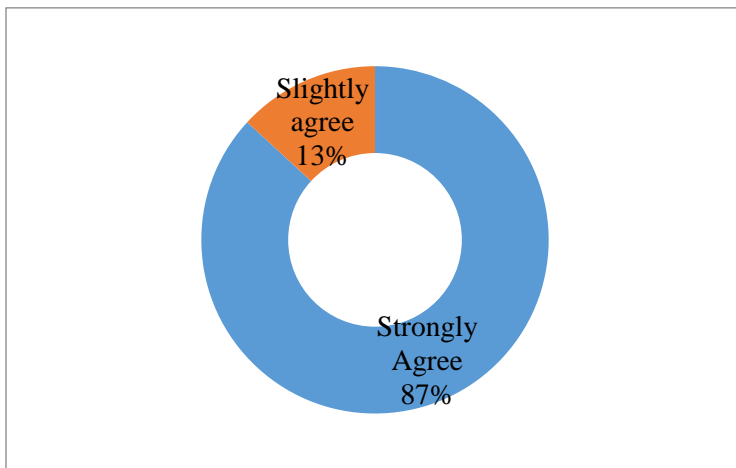


Figure 4.6: Motivation of Employee
Source: Field Data, 2016

In order to ascertain the how employee motivation can positive impact on an organisation, the respondents were asked to indicate their agreement to this effect and rank them by using the following indicators 1 = Strongly disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly agree. The results are shown in Table 4.4 below. From the table, it was shown that the respondents stated that the positive impact of employee motivation on an organisation are (1) Quality of work; (2) High productivity; (3) Survival/continuity; (4) Organisational growth; (5) Employee enjoy working; (6) Employee job satisfaction; (7) Employee loyalty to the organisation; (8) Enhance corporate image and (9) Boost employee morale. These results are shown in Table 4.5 below.

Impact of Motivation on Employee Performance	Weighted Average	Interpretation	Rank
Quality of work	1.00	Extremely high	1 st
High productivity	1.00	Extremely high	2 nd
Survival/continuity	0.97	Extremely high	3 rd
Organisational growth	0.96	Extremely high	4 th
Employee enjoy working	0.95	Extremely high	5 th
Employee job satisfaction	0.94	Extremely high	6 th
Employee loyalty to the organisation	0.93	Extremely high	7 th
Enhance corporate image	0.87	Extremely high	8 th
Boost employee morale	0.85	Extremely high	9 th

Table 4.5 Effect of Motivation on employee performance

Source: Field Data, 2016

According to Armstrong (1999), given the right stimuli people work well and positively and organisational managers are to be aware of these motivational forces to know how to motivate their employees in order to increase output. In order to inspire people to work both in groups and as individuals to produce the best results, Armstrong (1999) maintains that management needs to tap into the individual's motivational force.

It must be noted that the relationship that exists between management and employees plays an important role in contributing to employee motivation and its impact on organisational performance.

It is the universal perception that every employee works for money in return but they also work because they have personal goals to achieve. Most employees in various organisations believe that one of the most important things to look out for in their present jobs is security and therefore attach utmost importance to it. There had been numerous studies sharing a contradictory opinion to this particular finding. Maslow (1943) claimed that employees work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in society, to have a sense of identity, and most specially to have job satisfaction. Taylor (1911) siding with Maslow reiterated that the most important motivator of workers is salaries and wages when he claimed that non-monetary rewards breeds low productivity. He continued by saying that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more.

It also be noted that career development enhances performance in literature was emphasized by Worman (2008) human resources are key to the success of the organisation and

need to potentially know what is ahead of them, the avenues for career advancement and growth. He was of the opinion that the issue is sometimes a forgotten ingredient as to the importance it plays in the overall motivation of employees. Maslow (1970) termed this as esteem and self-actualisation and buttressed by Alderfer (1972) when he sought to replace it with growth thus the intrinsic personal desire for development. The researcher will like to urge management to set career paths within their organisation thus promote from within. Specific circumstances may require that management look for talent outside, it is always appropriate to first consider internal personnel, for such actions sends positive signals to everyone that there are indeed further career opportunities within.

The results suggest that motivation is directly proportional to performance as revealed from the responses. This result clearly presupposes that the more motivated the workforce, the higher their level of input into work and hence increase in performance. What makes this results more interesting and worthy of noting is the fact that majority of the employees are not well motivated. However, majority of the employees find satisfied with their current job position despite the fact that they are less motivated. From this fact, it can be concluded that since majority are satisfied with job they enjoy doing their hence having positive impact on the organisations.

It is important to state that the organiations need to rewards for the employee in this respect. As found by Vroom's theory which was based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Furthermore, the staff could do much better than they are currently doing. It would therefore take motivation to draw from respondents as far as their performance on job is concern.

Showing appreciation and recognition for good work done breeds healthy competition among employees and indirectly raises“ the bar of excellence. It is natural in an organisational setting for co-workers see a colleague being applauded for the good job done; they will also work hard to get the same reward. It should not be seen as a negative challenge rather a positive one that will enhance performance.

Literature reviewed attested to this finding. Worman (2008), in his article motivating employees without raising their pay confirmed that, employees are not motivated by money alone but when they accomplish something they believe indeed they have accomplished something and recognition from management is appreciation for that achievement. He further added that management hardly gives recognition because they do not get enough.

To explain further, Southern (2007) proposes that boosting employee morale and enthusiasm in the organization is one the most important things that can be done by management. Management need to pay much attention to boosting employee moral as this can extend to making employee enjoy doing what they do and this can also translate into employee loyalty. If management is not paying attention to the morale of employees, they can be assured that the business will begin to see drop in productivity, as well as a lack of loyalty. The keys to raising the morale of ones’ office or workplace begin with one simply paying attention.

More so, commitment to a worthy course is one of the attributes of motivation. According to Joe and Associates (2005) many of the world’s corporations today suffer from low employees’ morale and performance, which lead to poor-quality products and services, and higher costs. This is because managers today in most corporations lack the listening, feedback, and delegation skills needed to enhance employee commitment and improve productivity. The fact that almost half the

respondents feel that the relationship is not cordial is very noteworthy as that can affect performance as pointed out by Mullins (1999). According to Mullins, when management shows interest in employees and pays extra attention to them productivity increases. This is also proved by the Hawthorne studies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This is the final chapter of this study and it summarises the study in its entity. Also in this chapter, the study presents the key findings obtained from the analysis of result in the previous chapter. Based on the findings of this study, this chapter presents the recommendations for management of the organisations. Finally, suggestions for further researches have also been provided in this chapter.

5.1 Summary of Findings

The following findings were revealed with the respect to the specific research objectives;

Factors or Indicators in Employee Motivation

The study found that the topmost 8 factors or indicators in the motivation of employees of GBC which were ranked as extremely high were (1) Good and regular salary; (2) Job security; (3) Good working conditions; (4) Promotion and growth in the organisation; (5) Opportunity for personal growth; (6) Interesting work; (7) Full appreciation of work done and (8) Feeling of belongingness.

Assessment of overall level of motivation of employees at GBC

The study revealed that the level of employee motivation in GBC was very low and though majority of employees were satisfied with their present job.

Effect of Motivation on employee performance

It was found that the effect of motivation on employee performance in GBC are: (1) quality of work; (2) high productivity; (3) survival/continuity; (4) organisational growth; (5) employee enjoy working; (6) employee job satisfaction; (7) employee loyalty to the organisation; (8) enhance corporate image and (9) boost employee morale.

5.2 Conclusion

The study examined the effect of motivation on employee performance in GBC. The study has made it evidently clear that the motivational factors that influence an organisation's employees to give of their best to their organization. To this end, the study concludes that the impact of employee motivation on the two organisations are quality of work; high productivity; survival/continuity; organisational growth; employee enjoy working; employee job satisfaction; employee loyalty to the organisation; enhance corporate image and boost employee morale. In specific terms, employee motivation leads to quality of work; high productivity; survival/continuity; organisational growth; employee enjoy working; employee job satisfaction; employee loyalty to the organisation; enhance corporate image and boost employee morale.

5.3 Recommendations

Based on the findings revealed above, the following recommendations are provided for management of GBC.

5.3.1 In order to improve the motivational level of the employees for them to give of their best towards achieving beyond revenue targets, it is highly recommended that the management

should provide good and regular salary to the employees. Since the majority of the employees are in their youthful ages and it has been shown that the youthful are mostly motivated by good salaries while those in older age brackets are motivated by interesting work, management should continue in its good efforts to provide its employees with these good and regular salary.

5.3.2 Apart from the above, management should also ensure that employees are given promotions and seek their growth in the organisations. They should equally provide good working conditions, job security, opportunity for personal growth, interesting work, full appreciation of work done, feeling of belongingness, open communication and sympathetic help from management addressing personal problems of employees.

5.3.3 The management should increase staff motivation by providing rewards to those who 'give that little extra' hard work. Schemes that can be used to reward employee based on their performance include profit sharing and annual bonus.

5.3.4 In order to contribute significantly to increased subscribers, revenue growth, ensures cost containment increase in utilisation, efficiency in claim payment, management of the two organisations should also provide effective training, monetary incentives to employees to improve upon their operational effectiveness and efficiencies.

5.3 Suggestions for Further Studies

The study was constrained by certain factors which affected the extent to which the data were collected and how generalized the study could be. The study was aimed at examining the effect of motivation on employee performance in GBC. The study could not also have access to the Financial Statements of the organisation to show how motivation quantitatively effect on organisational performance. It is therefore suggested for future researchers who may embark on similar study to include financial data from the organisation. This would help provide an extensive but wide reaching picture of the subject matter.

REFERENCES

- Adams, J. S. (1965). *Inequity in social exchange*. In L. Berkowitz (ed.), *Advances in Experimental social psychology*. New York: Academic Press.
- Agrawal, S. (2010). Motivation and Executive Compensation. *The IUP Journal of Corporate Governance*, Vol. 9 Nov. 1 & 2, 27-46.
- Ahlstrom, D. and Bruton, G. (2009) *International Management: Strategy and Culture in the Emerging World*. South-Western Cengage Learning, 13-2.
- Ali, A. Abrar, M. & Haider J. (2012). Impact of Motivation on the working performance of employees- A case study of Pakistan: *Global Advanced Research Journal of Management and Business Studies* Vol. 1(4), pp. 126-133.
- Armstrong, M. (2009) *A hand book of Human Resource Management practice*, 11th edition, London. Kogan page Limited publication.
- Armstrong M. (2007). *Employee Reward Managment and Practice*. London and Philadelphia: Kogan Page.
- Armstrong, M., & Murlis, H. (2004). *Reward management: a handbook of remuneration Strategy and practic*. London: Kogan Page.
- Barney, J. (1991) Firm resources and sustained competitive advantage, *J. Management*, 17:99-120
- Baron, R.A. (2000) Motivation and Performance. *J. Management, Risk taking situation. Psychonomic Science*, 9:461-462.
- Bedeian, A. G. (1993). *Management (3rd Ed.)*. New York: Dryden Press.
- Boldman, L. G & Deal, T. E. (2003), *Reframing Organization: Artistry, Choice, and Leadership* 3rd Edition, Jossey-Bass Press, San Francisco, U.S.
- Buford, J. A., Jr., Bedeian, A. G., & Lindner, J. R. (1995). *Management in Extension (3rd Ed.)*. Columbus, Ohio: Ohio State University Extension.
- Buford, J. A., Jr. (1990). Extension management in the information age. *Journal of Extension*, 28 (1).
- Buford, J. A., Jr. (1993). Be your own boss. *Journal of Extension*, 31 (1).
- Byham, N. & Moyer. C. (2005), *The Impact of Employee Motivation on Organisational Performance (A Study of Some Selected Firms in Anambra State Nigeria: The International Journal of Engineering and Science (IJES)*, Volume 2, Issue 7, pp. 70-80.

- Camero, D. and Koestner, R. (2001) Pervasive negative effects of rewards on intrinsic motivation. *Canadian Psychology*.
- Chaudhary, N & Sharma, B. (2012). Impact of Employee Motivation on Performance (Productivity) In Private Organization: *International Journal of Business Trends and Technology*, volume2, Issue 4.
- Chughtai, J. (2013). Effect of Motivation on Employees' Work Performance at Ireland Blyth Limited: Proceedings of 8th Annual London Business Research Conference Imperial College, London, UK, 8 ISBN: 978-1-922069-28-3.
- Deci, E.L. (2009) The path taken: consequences of attaining intrinsic and extrinsic aspirations in post-college life. *J. Research in Personality*,43:291-306
- Deci, E.L. (1975). *Intrinsic motivation*. New York: Plenum Press.
- Deci, E. L. and Ryan, M. (2000) "What" and "Why" of Goal Pursuits: Human Needs and the self determination of behaviour. *Psychological inquiry*, vol. 11.
- Dessler, G. (2003) *Human resource management* (9th ed.). New Delhi: Pearson Education (Singapore) Private Limited.
- Ford, L. (2005), *Transform your workplace: 52 proven strategies to motivate, energize, and kick productivity up to the next level*, Mc Graw Hill, New York, U.S.
- Gareth, M. & George, B. (2003). Impact of Employee Motivation on Performance (Productivity) In Private Organization: *International Journal of Business Trends and Technology*, volume2, Issue 4
- Greenberg, J (1999) *Managing behavior in organizations* (2nd ed.). Trenton: Prentice-Hall International, Inc.
- Hagedoorn, Van Yperen (2003). *Designing motivating jobs*. Institute of work psychology. University of Groningen, Netherlands
- Harpaz, I. (1990), "The importance of work goals: An international perspective", *Journal of International Business Studies*, Vol. 21, issue 1, pp.75-100.
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, Jan/Feb68, Vol. 46 Issue 3, 106-113.
- Hersey, P. & Blanchard, K. (1996) "Management of Organisational behaviour", Prentice-Hall, Inc, Englewood Cliffs, N.J, pp.34-35
- Hitt, D.A., Esser, J.K., and Marott, R.G. (2002) Effects of delayed rewards and task. *J. Special*

Issue of Organizational Behaviour and Human Decision Processes, 73-484.

- Hossain, M, Kamal & Hossain, Anowar 2012, „Factors Affecting Employee“s Motivation In Fast Food Industry: The Case of KFC UK LTD.“ *Research Journals of Economics, Business and ITC*, Vol. 5, pp. 22-29, viewed 2 November 2015, <<http://ojs.journals.cz/index.php/RJEBI/article/view/223/227>>.
- Jurkiewicz, M., Carole, L., Tom, K. and Brown, R. G. (2005) Motivation in public and private organizations: A Comparative Study, *Public Productivity & Management Review*, 21(3):230-250, M.E. Sharpe, Inc.
- Kotelnikov, V. (2000). Effective Reward Systems Increasing Performance and Creating Happy Employees.
- Kovach, K.A. (1987) “What motivates Employees? Workers and Supervisors give different answers”, *Business Horizons*, Sept/Oct, Vol. 30, No. 6, pp. 58-65
- Kreitner, R. (1995). *Management* (6th Ed.). Boston: Houghton Mifflin Company.
- Kreitner R. (1986), *‘Motivating Job Performance’*. In Kreitner R., *‘Management’*, and (3rd edn), Houghton Mifflin Company: USA.
- Landy, F. J, Conte, J. M. (2010) *Work in the 21st century: An introduction to industrial and organizational psychology* (3rd ed.). New York: McGraw- Hill.
- Lindner, J.R, (1998), “Understanding employee Motivation”, *Journal of Extension*, June, Vol. No3, pp.1-8
- Linz, S.J. (1990) Motivation and reward. A case study of Russian workers. *Problems of reforms*. Brussels: Nato.
- Mathauer, I., & Imhoff, I, (2006). Health Worker Motivation in Africa: The Role of Non-Financial Incentives and Human Resource Management Tools. *Human Resources for Health*, <http://human-resources-health.com/content/4/1/24>.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, July 1943. 370-396.
- Mc Clelland, D. (1990). *Human Motivation*. New York: Press Syndicate of the University Of Cambridge.

- McClelland, D. (1968). Money as a Motivator – Some Research Insights. *The McKinsey Quarterly*, Feb68, Vol. 57 Issue 2, 23-28.
- Mulwa, F.W. (2003) The efficacy of participatory strategic planning Approaches to organizational building. University of South Africa. SA.
- Olçer, F. (2005). Departmanlı mağazalarda motivasyon üzerine bir araştırma“, *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, Vol. 25, PP. 1-26.
- Patel, R. & Tebelius, U. (1987). *Case Study Research: Design and Methods*. Newbury Park, US: Sage
- Robison, J. (2010) Disengagement can be really depressing, *Gallup Management Journal* website, published 20100402, available at: <http://gmj.gallup.com/content/127100/disengagement-really-depressing.aspx>, retrieved 2015-06-29.
- Rynes, S., Gerhart, B., & Minette, K. (2004). The Importance of Pay in Employee Motivation: Discrepancies In What People Say And What They Do. *Human Resource Management*, Vol. 43, No. 4, 381-394.
- Stoner, J.A.F., Freeman, E. & Gilbert, D.A. Jr. (1995). *Management*. New York, Prentice Hall Inc. 447.
- Patton, M. Q. (1990). *Qualitative evaluation and research methods* (2nd Ed.). Newbury Park, CA: Sage.
- Strain, P. (1995) Impact of Motivation on the working performance of employees- A case study of Pakistan: *Global Advanced Research Journal of Management and Business Studies* Vol. 1(4), pp. 126-133.
- Srivastava, A. and Bhatia, P. (2010). Issues and Challenges Involved in Motivational Factors in Nationalized Banks, *The SIJ Transactions on Industrial, Financial & Business Management (IFBM)*, Vol. 1, No. 3., 8-9.
- Sydanmaanlakka, P. 2002, *An intelligent organization: Integrating performance, competence and knowledge management*, Capstone Publishing Limited, Oxford, U.K.
- Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

APPENDIX 1

QUESTIONNAIRE

QUESTIONNAIRE FOR EMPLOYEES

Dear Sir/Madam,

This study is being conducted on the topic “*Effect of motivation on employee performance at Ghana Broadcasting Corporation (GBC)*” for an academic purpose.

I would be very grateful if could respond to the following questions. Information provided in this regard shall be used purposely for academic endeavour and shall be treated strictly confidential.

I am most grateful for your time and contributions

GIDEON OWUSU TUFFOUR

FOR INTERNAL USE ONLY:

Questionnaire Code:.....

Date Administered:.....

Date of Retrieval:.....

Contact of Respondent:.....

Section A: Personal Data

1. Gender: a) Male [] b) Female []

2. Age:
 - a) Less than 21 years []
 - b) 21- 40 years []
 - c) 41-60 years []

3. What is your highest educational level?
 - a) SSCE/O level/A level []
 - b) Diploma []
 - c) First degree []
 - d) Masters []
 - e) Doctorate []
 - f) Professional []
 - g) Other (please state).....

4. How long have you been working with this organisation?
 - a) Less than 2 years []
 - b) 2-5 years []
 - c) 6-10 years []
 - d) More than 10 years []

5. Which of the following categories of staff group to you belong?
 - a) Junior staff []
 - b) Senior staff []
 - c) Management staff []

Section B: Key Factors in Employee Motivation

6. You are requested to indicate your agreement to the following factors or indicators that really motivate you to give of your best in terms of work performance in this organisation. Please rank them by using the following indicators 1 = Extremely low, 2 = Very low, 3 = Average, 4 = Very high and 5 = Extremely high.

Factors in Employee Motivation	Extremely low	Very low	Average	Very high	Extremely high
Promotions and growth in the organisation	[]	[]	[]	[]	[]
Good working conditions	[]	[]	[]	[]	[]
Interesting work	[]	[]	[]	[]	[]
Good and regular salary	[]	[]	[]	[]	[]
Feeling of belongingness	[]	[]	[]	[]	[]
Job security	[]	[]	[]	[]	[]
<i>Sympathetic help from management addressing personal problems of employees</i>	[]	[]	[]	[]	[]
Full appreciation of work done	[]	[]	[]	[]	[]
Tactful discipline	[]	[]	[]	[]	[]
Personal loyalty to employees	[]	[]	[]	[]	[]
Opportunity for personal growth	[]	[]	[]	[]	[]
Open communication	[]	[]	[]	[]	[]
Financial and non-financial incentives	[]	[]	[]	[]	[]
Training	[]	[]	[]	[]	[]
Love and affection	[]	[]	[]	[]	[]

Section C: Assessment of overall level of motivation of employee

7. How would you rate your level of motivation in this organisation?

- a) Extremely high []
- b) High []
- c) Average []
- d) Poor []
- e) Very poor []
- f) Extremely low

8. If your answer to question 8 is 'Yes', how satisfied are you with your current job?

- a) Extremely satisfied []
- b) Very satisfied []
- c) Satisfied []
- d) Not satisfied []

Section D: Effects of motivation on employee performance

9. Do you agree that motivation can cause employees to contribute their maximum towards the achievement of the goals of the organisation?

- a) Strongly agree []
- b) Slightly agree []
- c) Not sure []
- d) Slightly disagree []
- e) Strongly disagree []

10. Do you agree that motivation can lead to employee efficiency?

- a) Strongly agree []
- b) Slightly agree []
- c) Not sure []
- d) Slightly disagree []
- e) Strongly disagree []

11. You are requested to indicate your agreement as to how employee motivation can positively affect employee performance at GBC. Please rank them by using the following indicators 1 = Strongly disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly agree.

Impact of Motivation	Extremely low	Very low	Average	Very high	Extremely high
Increased revenue	[]	[]	[]	[]	[]
High productivity	[]	[]	[]	[]	[]
Organisational growth	[]	[]	[]	[]	[]
Quality of work	[]	[]	[]	[]	[]
Employee loyalty to the organisation	[]	[]	[]	[]	[]
Employee efficiency	[]	[]	[]	[]	[]
Boost employee morale	[]	[]	[]	[]	[]
Employee enjoy working	[]	[]	[]	[]	[]
Employee job satisfaction	[]	[]	[]	[]	[]